COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

MAY/JUNE 2009

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

EXPERIENCED Leadership, ENDURING Mission

Interview with

LTG Ronald L. Burgess Jr.
Director DIA

PLUS...

- Credibility Assessment in the 21st Century
- Blogs Instrumental in Improving IC, Theater Collaboration
- 'Boundaries' Help Protect Your Privacy
- D2X: The Crossroads for CI and HUMINT

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may/june 2009

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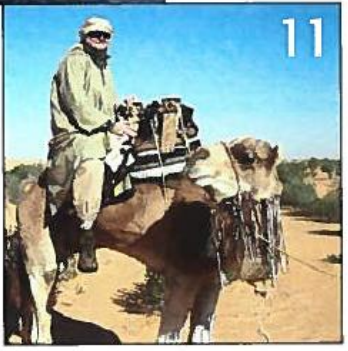

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COMMUNIQUÉ
A Defense Intelligence Agency Publication

LTG Ronald L. Burgess Jr.
Director, DIA

Ms. Letitia "Tish" Long
Deputy Director, DIA

Donald L. Black
Chief, Public Affairs

Jane A. McGehee
Chief, Internal Communications

Dana M. Black
Managing Editor

Sarah E. Moseley
Editorial Staff

Brian D. Nickey
Design/Layout

Graphic Design and Publishing Services Branch
Printing and Posting

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CREDIBILITY ASSESSMENT in the 21st Century

By Donald J. Krapohl, DX

In a letter to Revolutionary War soldier Josiah Quincy in March 1776, George Washington wrote, "There is one evil I dread, and that is their spies. I could wish therefore that the most attentive watch was kept."

Detection of enemy espionage activities has been a preoccupation of every American leader since. Nearly a century ago the U.S. government began to take note of lie detection methods developed by scientists that could be used for national security purposes — the rise of German clandestine activities being the chief concern of that day. Many ideas were investigated, from reaction time to blood-pressure tests, word association to breathing tests, "truth serum," hypnosis and more. No method was found to be sufficiently reliable until the advent of the polygraph, and in 1951 the U.S. Army set up a small polygraph school in Ft. Gordon, Ga., from which it graduated a handful of students per year.

From that modest beginning came the Defense Academy for Credibility Assessment (DACA), located at Ft. Jackson, S.C., the current institution for research, education, oversight and technical support in polygraphy, and a member of DIA since last August. Among its missions, DACA may be most widely recognized by the public for its research endeavors. DACA has garnered national and international media attention for its investigation into new and advanced methods of credibility assessment. In the last few years, DACA has been the subject of filming and interviews by CNN, the Discovery Channel, National Geographic, MSNBC, Wall Street Journal, New York Times Magazine, Associated Press, Washington Post, the Pentagon Channel, National Public Radio and several smaller outlets.

DEFENSE ACADEMY
FOR
CREDIBILITY ASSESSMENT

There is much excitement generated by DACA's progress with technologies to improve the polygraph, replace it or even find specialty tools for applications where the polygraph cannot be used. Advanced research that DACA is currently conducting, sponsoring, providing expertise or collaborating in includes eye tracking, laser Doppler vibrometry, thermal imaging analysis, automated facial expression analysis and functional magnetic resonance imaging. With accelerated progress in sensors, algorithms and computing power, new and more powerful approaches to veracity testing are on the horizon.

DACA is also the government's central education facility for the polygraph and the Preliminary Credibility Assessment Screening System (PCASS) — the only two technologies approved by the Department of Defense (DOD) for credibility assessment. DACA facilities house classrooms, testing laboratories, breakout rooms, scenario rooms, audiovisual recording capabilities and dedicated information technology support to make it an ideal learning environment. Additionally, DACA's library is focused on credibility assessment and interviewing texts and research materials, and may be the most complete collection of its kind.

All polygraph examiners from the 26 DOD and non-DOD agencies with polygraph programs receive their initial education at DACA, with 90 to 115 students enrolled each year. Candidates for the DACA polygraph course must have a four-year college degree, and investigative experience and be individually selected by their parent agency. The 14-week course is accredited by the Accrediting Council of Independent Colleges and Schools, and is taught at the graduate level. Once completing the DACA program, individuals can receive up to 15 hours of graduate credit toward a master's degree through Argosy University. At the completion of the course the new polygraph examiners serve an internship of six to 12 months, and every case they conduct is subject to quality control oversight throughout their entire polygraph career. In addition, polygraph examiners must complete 80 hours of continuing education every two years to remain certified — a program overseen by DACA.

DACA's Quality Assurance Program (QAP), which oversees compliance of federal standards across the government, has been in place since 1996. Every two years each federal polygraph program is inspected by the QAP team as part of an effort to ensure high quality and standardization by government polygraph programs. QAP also conducts sensitive case reviews of individual polygraph examinations as requested by government agencies for evidentiary and other purposes. Finally, QAP conducts courses that improve the effectiveness of leaders and quality control officers in managing their polygraph programs.

DACA also provides technical support to federal agencies through its Threat Analysis and Strategic Support (TASS) branch. TASS monitors the foreign use of polygraph and other credibility assessment technologies. Additionally, TASS tracks trends in the use of polygraph countermeasures across the government, provides updated training to federal polygraph examiners in this area, and conducts research on methods to detect and defeat countermeasures. They also act as technical experts to federal polygraph programs on countermeasures.

Photo provided by DACA

Thermal imaging analysis is one of the emerging technologies DACA is researching. Purple and blue depict the hottest areas.

Photo by Brian D. Nickey, CP

DACA's polygraph labs, like the one shown here, are used to train federal polygraph examiners.

On the international front, during the past five years DACA has provided programmatic guidance on polygraphy to allied countries fighting the Global War on Terror. DACA also hosts a recurring international conference to share polygraph counterterrorism expertise among participant countries.

Much has happened since that small Army polygraph school stood up in 1951, both to the state of technology and to the body of knowledge surrounding the field of credibility assessment. There are about 670 polygraph examiners in the government — women and men dedicated to a broad spectrum of missions, such as intelligence; counterintelligence, counterterrorism and counternarcotics; border protection; criminal investigation; and protection of the president. DACA strives to continue delivering to DOD and the U.S. government the best methods available to defend the nation.

Click on the May 11 InterComm to see CNN's feature on DACA's emerging technologies.

Practice Makes PROFICIENT

By Eric P. A. Hammersen, HC

If someone wants to improve their game at golf or tennis, they make it a point to practice regularly. If someone wants to play a musical instrument, they spend time practicing. The same is true for proficiency of a foreign language — individuals have to make time on a regular basis to work on their skills.

When it comes to our native language, we are constantly expanding our vocabulary and ability to use that language. Every day, we listen to radio and TV broadcasts, read newspapers, books, magazines and Web sites and use that language in conversations with family, co-workers and friends.

But that's not normally the case for a second or third language. For instance, your second language may be one that you learned in college, through the military or even while living abroad. It may even be the language that you learned from your parents as a child, but is no longer the dominant language in your daily life. Maintaining or improving proficiency of another language takes deliberate effort. Without that, your proficiency will quickly diminish.

The best way for an adult to acquire a foreign language is through intensive, full-time instruction where the student can learn the underlying grammar and basic vocabulary. The same is true for improving your proficiency in that language up through what is known as Limited Working Proficiency — level 2 or 2+ on the Interagency Language Roundtable (ILR) scale. At each higher level of proficiency, you are expected to have a better ability to use grammar properly and to have a larger vocabulary, and the best way to do that is through a formal or structured learning environment.

For virtually every language, ILR 2+ is roughly the language proficiency of someone who has completed high school or a community college course of studies. Most of what we do on a day-to-day basis, even in our native language, is at the ILR 2 or 2+ level.

If you want to maintain your language at the ILR 2+ level or above, it's important to work on your ability to understand and use that language. Above ILR 2+, the proficiency differences focus on the contextual. The grammar isn't more complex than what a high school graduate should be able to understand, but the proficiency tests focus more on whether you understand the subtlety of meaning, the indirect references to cultural, literary or political issues, and a much broader range of topics.

To maintain proficiency at or above ILR 2+, you must set aside time on a regular basis to read and listen to a wide variety

of sources covering literature, current events, history, geography, religion, politics, sports, economics and other topics. This is an individual responsibility, but DIA offers you access to various tools to allow you to pursue self-study. For instance, contact the DIA Directorate for Human Capital Foreign Language Management Office (HC/HC-FL), at (202) 231-3174/1508, to get a Joint Learning University (JLU) user ID and password. JLU offers a wide variety of language programs that will allow you to work on your reading and listening proficiency, such as:

- **Critical Language-150:** Beginning and advanced language skills software by Transparent Language, Inc.
- **Library Press Display:** Access to more than 300 newspapers and magazines from 60 countries.
- **Defense Language Institute Foreign Language Center's LingNet:** Online diagnostic assessments and weekly training events in Arabic, Chinese, Korean and Russian; Countries in Perspective; and the Global Language Online Support System in 19 languages.
- **SCOLA:** Educational TV programming from around the world in multiple languages.
- **Intelligence Community Area Studies Program:** Short seminars on topics of interest.
- **National Security Agency's LangNet:** Assessment objects in 19 languages that mirror the Defense Language Proficiency Test 5, or DLPT5.
- **Word Champ:** Vocabulary development for more than 100 languages.
- **Field Support Modules:** Designed for individuals who are about to deploy.

In addition to JLU, you can work on your speaking proficiency by joining one of DIA's language dialogue groups. If there is no dialogue group for your language, then start one. These groups provide the opportunity for individuals to practice using their language skills.

To broaden your understanding of cultural aspects of the country/region where that language is spoken, you may want to visit the Department of the Army Intelligence

INTERAGENCY LANGUAGE ROUNDTABLE (ILR) SCALE	
ILR 0:	No Proficiency
ILR 0+:	Memorized Proficiency
ILR 1:	Elementary Proficiency
ILR 1+:	Elementary Proficiency, Plus
ILR 2:	Limited Working Proficiency
ILR 2+:	Limited Working Proficiency, Plus
ILR 3:	General Professional Proficiency
ILR 3+:	General Professional Proficiency, Plus
ILR 4:	Advanced Professional Proficiency
ILR 4+:	Advanced Professional Proficiency, Plus
ILR 5:	Proficiency of a highly-articulate, well-educated native speaker

Information Services Culture and Language Resources Portals. The cultural portal provides information and links from official government, academia and commercial Web sites — via SIPRNet at http://dadpm.inscom.army.smil.mil/culture/index.asp. The language portal features ethnic and language information displayed by area of responsibility, to include regional dialects of interest to linguists — via SIPRNet at http://dadpm.inscom/army.smil.mil/culture/language.asp.

Either individually or as part of a language dialogue group, take advantage of the National Ground Intelligence Center's Reach Language Support Program (RLSP) to sharpen your foreign language proficiency by doing real-world translation in support of the warfighter. RLSP serves as the single point of contact between the Department of Defense's language-skilled work force and those who need to have a gist, summary or full translation of a foreign document. Military linguists who regularly translate documents through RLSP show a significant improvement in their reading proficiency. HC-FL can help you register with the RSLP program manager.

Maintaining your language skills is an individual responsibility. Take advantage of the wide range of materials available to you as a DIA employee. For more information, visit HC's Web site on JWICS, http://hc.dia.ic.gov/homepage/hc/language/, or SIPRNet, http://hc.dia.smil.mil/homepage/hc/hc_fl, or contact HC-FL at (202) 231-2024.

Using Cognitive DIVERSITY to Help SOLVE COMPLEX PROBLEMS

By Adrian "Zeke" Wolfberg, CS

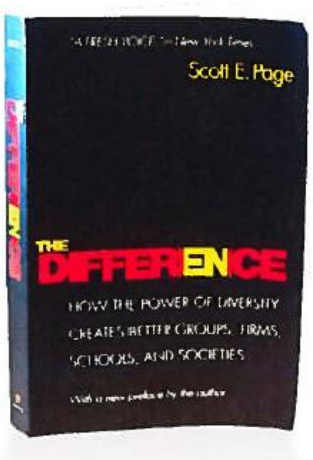
"The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Societies," by Scott Page, explores what's going on inside our head, how we see, how we label what we see, how we apply that label to evaluate and understand the world, and how individuals and groups solve problems.

Page's premise is that cognitive diversity is more important than individual expertise in solving complex problems. But it is not a reaffirmation of James Surowiecki's popular book "The Wisdom of Crowds." Rather, it is a book that explores when and why cognitive diversity should be used within the enterprise. This topic is relevant to DIA as a defense intelligence enterprise, mostly in the pursuit of critical and creative thinking, change management and collaboration.

Page is not dismissing the role of individual expertise; he is saying that individual expertise has limits because there is only so much one person can know. Collectively, Page says there is no limit to knowledge. In fact, he says that by utilizing cognitive diversity within the network or group, the group actually achieves the unintended benefit of improving individual expertise. It's a win-win proposition — solve complex problems and make better predictions, and increase the expertise of individuals.

When should we devote resources to ensure cognitive diversity? If the task at hand is a series of well-defined routine actions, like flipping burgers at a fast-food restaurant or working on an assembly line, then it's possible for individual expertise to be highly effective without the need for cognitive diversity. But if the task requires

solving complex problems or making predictions about the future — both tasks we do in the intelligence business — then cognitive diversity is not only beneficial but required. Why? Diversity generates alternatives and evaluates possibilities in ways that dwarf the capabilities of the individual.


A FRESH VOICE —The New York Times
Scott E. Page
THE DIFFERENCE
HOW THE POWER OF DIVERSITY CREATES BETTER GROUPS, FIRMS, SCHOOLS, AND SOCIETIES
With a new preface by the author

BOOK REVIEW

Title: The Difference: How the Power of Diversity Creates Better Groups, Firms, Schools and Societies

Author: Scott E. Page

Published in 2007 by the Princeton University Press

Page is a professor of complex systems, political science and economics at the University of Michigan.

Page describes diversity as a set of four attributes: perspectives, interpretations, rules of thumb and predictions. Perspectives are how we approach situations and problems. If asked to envision a sandwich, I may think of a corned beef on rye, while you may think of a club sandwich — we see "sandwiches" very differently. Interpretations are ways of categorizing what we see. If I present a list of four names — Gerald Ford, George H. W. Bush, Madonna and Jodie Foster — and ask you to group them, we'll categorize them one of two ways. One way will group the names into presidents and entertainers, while the other way will identify the groups as men and women. But there is another way to group the names — University of Michigan alumni, Ford and Madonna, and Yale University alumni, Bush and Foster. Each categorical scheme is accurate but reveals very different ways of thinking.

Rules of thumb, or thinking-tools to find solutions to problems, are what we use to achieve a goal. For example, you may go with your gut instinct but I may say, let's try thinking the opposite and see where that gets us. The fourth attribute, prediction models, are how we infer cause and effect. Whenever I see a restaurant with a long line of people waiting, I am making a prediction that it's a sign of good food. Most times I predict correctly. Or, if I am in Japan and see restaurants displaying plastic representations of their prepared food, I make a prediction that the mock-ups are a sign of mediocre food. Yet in Japan almost all restaurants use plastic mock-ups so my prediction model would fail — whereas someone with experience in Japan would have a better prediction model about restaurants.

It is clear from reading "The Difference" that the value DIA places on cognitive diversity is related to the task at hand. If multiple approaches are welcomed to explore and evaluate analytic and organizational complex tasks, then everyone's contribution must be viewed as critical. However, if we rely on finding the one person who will make the group successful because the task is simple or routine enough for that individual, then cognitive diversity is not so critical. How successful we are in pursuing the latter approach will be dependent on our use of the former: if we use cognitive diversity to solve complex issues, then that experience will help to simplify our approach in future iterations of similar issues.

The Knowledge Lab purchased 30 copies of "The Difference" for DIA civilian or military employees for their professional development. If you are interested in borrowing a copy, please contact Zeke Wolfberg at (202) 231-6449.

Blogs Instrumental in IMPROVING IC, Theater Collaboration

By J.D. Williams, DI

The greater use of collaborative Web 2.0 tools has assisted analysts in creating an environment that allows for better, faster and more precise response to the warfighters' needs than ever before. This expedient information sharing provides decision advantage when it really counts.

"Why wait for the customer? We should go to them," said Eric Demirjian, analyst at the Directorate for Analysis Missile and Space Intelligence Center (DI/MSIC). "That's why I created a series of SAM [surface-to-air missile] threat blogs on JWICS and SIPRNet to bring together the SAM intelligence communities."

Since 2005 these blogs have served as an open forum for discussions about worldwide SAM and man-portable air defense systems (MANPADS) threats to military, civilian and commercial aircraft. After nearly 400 posts and comments on both networks, the blog and its members have been party to many successes.

"We now have constant communication available between IC [intelligence community] analysts and the warfighter regardless of their location. For instance, the MANPADS blog community in Iraq was able to notify me of new tactics and weapons being uncovered in Iraq," said Demirjian. "In a matter of hours, I was able to confirm these tactics and weapons and identify other locations and groups within Iraq where these practices had spread. Alone, these tactics and weapons may have taken weeks to document and verify. However, with the collaborative nature of the blog, IC and warfighter assets were able to quickly identify, document and account for changes in enemy tactics."

In another example, air crews were tasked with short suspense missions into areas with heavy SAM activity. These areas were new to IC analysts on the ground in Iraq but not to IC analysts back in the states. Using the MANPADS blog to communicate back and forth, Demirjian was able to coordinate the sharing of information and intelligence to reduce the susceptibility of these aircrews to SAM attacks.

These successes have spawned two additional blogs — the SAM Tactics Blog, designed to meet the needs of the pilot and warfighter, and the Radio Frequency SAM Blog, aimed at expanding collaboration with medium and long-range SAMs. These blogs are all linked directly to A-Space, which has resulted in dramatically increased participation.

"With a younger generation of intelligence analysts and warfighters familiar with Web 2.0 interactions, these blogs, along with other tools, succeed in improving collaboration, increasing coordination and boosting viewership of critical intelligence products," said Demirjian. "This is just one way that we are trying to bring decision advantage to everyone from warfighters on the ground to senior leaders in the IC."

My LEADERSHIP Philosophy

By Terrence S. McCall, NM

Editor's note: Terry McCall is one of 15 members of the most recent iteration of the Gemstone Program. Gemstone provides an opportunity for Pay Band 5s to network with other high-performing DIA members from across the directorates and commands. It allows the participants to gain insight into their personal leadership styles, team leadership dynamics and finally, to attain a new knowledge and understanding from an organizational perspective. This article is McCall's personal leadership philosophy and the first of several pieces that will run in the Communiqué related to the Gemstone Program.

To be an effective leader, I believe there are three prerequisites one must possess in order to responsibly lead any organization — craft a realistic vision, effectively communicate the vision and become the embodiment of the vision.

First, one must be able to craft a realistic vision for the organization such that each individual is able to link their objectives and actions with the desired end state of the group. In order to be meaningful, the vision must relate directly to the organization's mission and be measurable through progressive goals.

Craft a realistic vision

Effectively communicate the vision

Become the embodiment of the vision

To create such a vision, a leader must have a sound understanding of the organization's present state, its current maturity level and its capacity to change. Since every organization consists of individuals, a leader must also know the strengths and capabilities of each person in their organization. This requires a leader to identify and utilize the value that each person brings to the table. The ability to both recognize and apply talent is critical in ensuring that not only the right people are on the bus, but also that each person is in the right seat. Furthermore, only with a thorough knowledge and understanding of each individual's talents can a leader objectively assess their performance relative to other members of the group and to the common vision of the organization. The desired outcome of a clear vision is a motivated group of individuals who are united in their efforts to arrive at a common destination.

Second, a leader must be able to effectively communicate the vision to the organization through a variety of methods and forums. In order to provide communication that is meaningful, a leader must know their audience and the various constituencies that are represented in the group. Only with such knowledge can a leader

"Knowing oneself entails an honest assessment of one's abilities and humility in performing one's duties as a leader."

articulate a useful message that relates the end state to each person's situation. For example, individuals already on the team would receive a message that paints a portrait of what the world will look like using useful analogies. On the other hand, new hires to the team would receive a message that describes the vision in the present tense and demonstrates how each individual's role is critical to achieving that vision. In this fashion, momentum is built over time as the culture shifts and more individuals align their actions toward the vision for the organization.

Effectively communicating also requires the leader to know themselves — their strengths, weaknesses, comfort zone and how they best relate to each individual in the organization. The need for an adaptive communications style is critical if the entire organization is to have a mutual understanding of the vision and if each individual is to personalize the vision through their particular lens. The desired outcome of such communication is a group of individuals who adopt the vision as their own and become caretakers of it.

Terry McCall presents his leadership philosophy during an exercise in his Gemstone class.

Photo by Patrick R. Dowden, HC

Third, a leader must become the embodiment of the vision by serving as an example to the organization. Serving as a model for others represents the loudest form of communication since "actions speak louder than words." Therefore, a leader must remember that they are always on camera, the microphone is always hot and people are always listening to everything they say and watching everything they do.

Each leader is the personification of what is important in their particular organization. Hence, a leader must focus on their integrity by maintaining honesty in their actions and proving themselves to be trustworthy in all their dealings. A leader must also exhibit a strong work ethic that shows the organization that they are not above the rules and expectations required of others. In addition, the effective leader must display a standard of professionalism that demonstrates to everyone what the accepted norms are when it comes to dress, speech, conduct and how one treats others. Regulations may codify each of these areas, but a leader's example is the only manual that gets read every day. The leader's focus on integrity, work ethic and professionalism must extend beyond the workplace in order to be genuine because "compartmentalized character" only breeds hypocrisy. The desired outcome of such an example is an inspired group of individuals who have a living, breathing illustration of the words used to communicate the organization's vision.

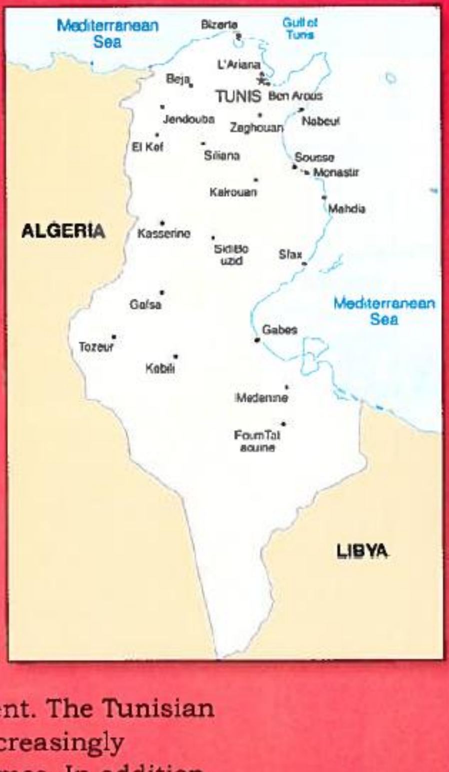
All three of these prerequisites require the leader to have knowledge — knowledge of oneself, and knowledge of the organization for which they are responsible. Knowing oneself entails an honest assessment of one's abilities and humility in performing one's duties as a leader. Knowing the organization necessitates a focus on others where the leader listens before talking, thinks before deciding and contemplates before acting. The effective leader does all of these things while constantly reminding themselves, "It's not about me, it's about them."

Post of the Month:

U.S. Defense Attaché Office TUNIS

By the Directorate for Human Intelligence, DH

Post Highlights:


Mediterranean Sea
Bizerte
Gulf of Tunis
L'Ariana
Beja
TUNIS
Ben Arous
Jendouba
Zaghouan
Nabeul
El Kef
Siliana
Sousse
Monastir
Kairouan
Mahdia
ALGERIA
Kasserine
SidiBo uzid
Sfax
Gafsa
Mediterranean Sea
Gabes
Tozeur
Kebili
Medenine
FoumTat aouine
LIBYA

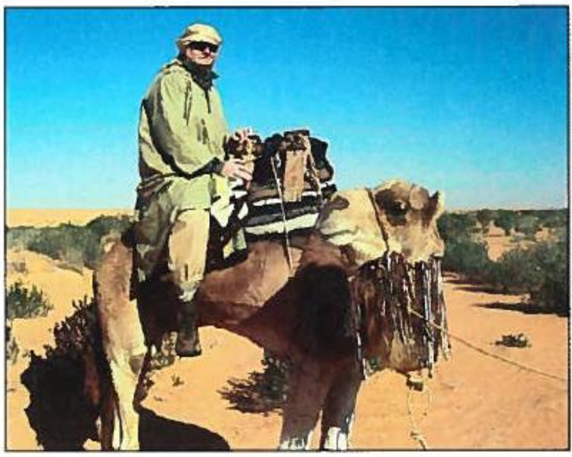
For anyone interested in history and culture, Tunisia is a treasure trove. Originally a Phoenician colony, the area became the capitol of the Carthaginian Empire. After the Third Punic War, the province, then named Africa, came under Roman rule and eventually gave its name to the entire continent. Tunisia's history, culture, language and cuisine have been influenced by the Berber, Byzantine, Vandal, Arab, Ottoman and French peoples. Traveling throughout Tunisia is a trip through history and across civilizations — it is no wonder Tunisia hosts more than 7 million tourists a year.

Host Country Highlights:

Tunisia is a country of great potential in many areas; it has made solid headway on military, economic and social development in the 52 years since its independence. Tunisia is a modern, secular, western-oriented country. Since independence, polygamy has been outlawed, and women enjoy full equal rights, with the exception of inheritance laws. As a result, a significant percentage of doctors, magistrates, lawyers, police and other professionals are women.

Education in Tunisia is mandatory, resulting in a literacy rate of 74 percent. The Tunisian middle class is well-educated and multi-lingual in French, Arabic and increasingly English. Furthermore, 80 percent of Tunisians live in privately-owned homes. In addition, the Tunisian government and society genuinely support religious freedom and tolerance.

The Tunisian military is professional and apolitical with a developed professional military education system, and focus on adherence to the law. A significant number of Tunisian military officers have benefited from U.S. training and use of their U.S. military equipment. This training and experience provide a good foundation for capacity building and interoperability. Tunisia, however, also confronts some serious problems — unemployment is high, particularly among young people, and it is increasing as the result of the international economic crisis; there are reports of growing corruption; the country's record on political liberty is problematic; and Tunisia is a de facto one-party state with human rights issues.



Defense Attaché COL Warren Gunderman on patrol in the Sahara Desert with the Meharist Unit.

Photo submitted by Tunisian External Relations Division

Main entrance to the U.S. Embassy in Tunis.

Photo by COL Warren Gunderman, DH

The military, while small and professional, possesses outdated equipment and plays a supporting role to the Ministry of the Interior in the area of counterterrorism. For that reason and others previously mentioned, the primary goals of the U.S. Embassy Country Team are to enhance Tunisia's ability to counter terrorism and to promote democratic reform and greater respect for human rights. Furthermore, the Country Team strives to retain U.S.-Tunisia partnership on solving regional challenges and spreading prosperity. Given these common interests and 211-year history, the U.S. Defense Attaché Office (USDAO) Tunis seeks broader dialogue and deeper engagement in each of these areas. Without a doubt, there is great room for improvement with our engagement endeavor, thus USDAO Tunis and the Country Team are focused on actions today as investments in the future.

Operational Highlights:

During the past year U.S. units began conducting joint combined exercises and training with the Tunisian Special Forces Group and the Operation Enduring Freedom — Trans-Sahel liaison officer (LNO). This LNO has been detailed to USDAO Tunis to further U.S.-Tunisia engagement opportunities. In the past 18 months, USDAO Tunis has hosted four U.S. ship visits, including two submarines which involved taking senior Tunisian military officers on submerged cruises. In an effort to demonstrate just how important continued and expanded relations are to the U.S., the defense attaché escorted the Tunisian minister of defense to Washington, D.C., where he met with the John Negroponte, deputy secretary of state at the time; Robert Gates, secretary of defense; and several members of the House and Senate. Likewise, U.S. visits to Tunisia have recently been made by several House and Senate congressional delegations, both the commander and the director of strategic plans and programs of U.S. Africa Command, and both the adjutant general and assistant adjutant general of the Wyoming National Guard, Tunisia's state partner.

Perhaps the most significant issue this past year was the appropriation of several million U.S. dollars for ground surveillance radars, night-vision devices and unmanned

aerial vehicles for the Tunisian government. This milestone was achieved through the combined efforts of the USDAO, Office of Security Cooperation, Political-Economic Office and the ambassador. This support will significantly enhance Tunisia's counterterrorism capabilities and border security.

Location: Tunis, Tunisia

Population: Tunisia, 10.4 million

Language: French and Arabic

Basic Greetings: as-salāmu alaykum عَلَيكُم السَّلامُ — literally means "Peace be upon you"

Salam! مالس — short version of salutation, literally means "Peace"

Bonjour — "Good day" or "Hello"

Photo by Joy Lane

Members of USDAO Tunis, from left to right: MSG Stephen McDermid, CW3 David Smeigh, LT Morgan Luttrell, COL Warren Gunderman and LCDR Matthew Lane.

'Boundaries' Help PROTECT Your Privacy

By Dave W. Motyka, DI

The topic of privacy compromise surrounds us daily as headlines announce laptop theft, identity theft, even age discrimination.

In carrying out its mission of protecting national security, the intelligence community takes great care to collect critical information while protecting privacy and civil liberties.

I recognized that even in a secure environment, protecting personal information such as your Social Security Number (SSN) and date of birth (DOB) is very important, and the protection of said information sometimes is overlooked or minimalized based on mission requirements.

I had a concern with SSNs and DOBs being captured on agency forms and the Department of Defense (DOD) clearance messages that may not necessarily need them. I sought assistance from Crossing Boundaries in raising awareness of my idea.

Through Crossing Boundaries, I sharpened my idea, talking with counterparts in the Office of the Director of National Intelligence and the National Security Agency privacy offices to compare notes and learn how those organizations deal with employees' personal information. Both organizations provided helpful information and tips on what they learned as they strengthened protection of their employees' personal information.

DEFENSE INTELLIGENCE AGENCY
UNITED STATES OF AMERICA

Working with Crossing Boundaries, I was able to take this knowledge and express my concerns to Phil Roberts, chief of staff, and

Kristi Waschull, DIA's chief privacy officer at the time. DIA officials reviewed a range of policies and practices and decided that several changes would improve protection of employee personal information.

The Directorate for Mission Services Privacy Office (DA/DAN-1C), along with functional area representatives and DIA's Privacy Steering Group, has already implemented several changes to reduce the use of personal information on standard forms, courier badges and travel orders.

For example, the SF-50, the standard form for notification of personnel actions such as reassignments, promotions or awards, is no longer automatically disseminated to supervisors; only the individual receives the e-mail. The Directorate for Human Capital (HC) also modified the eZHR-generated notice so that the attached SF-50 only includes the last four digits of your SSN and a masked DOB field. Although the Office of Personnel Management (OPM) requires SSN and DOB data fields on the SF-50 for your official personnel file, DIA's internal business processes do not require this personal information in the notification e-mails.

Another change that has been implemented is the elimination of SSNs and DOBs on the SF-182, the standard form for external training authorization. In the past this form required your SSN and DOB. After thorough review with the DIA training process owners, the Privacy Office determined that you now only need to fill in the last four digits of your SSN and leave the DOB field blank. Please keep this in mind when completing your next external training request.

DIA has also removed DOB and place of birth fields from the DIA courier badge. Until recently, DIA courier badges contained both of these. Based on a review, DAN-1C determined this personal information is no longer required.

Through partnership with the executive agent of DOD Foreign Clearance Program, DIA has also eliminated the use of the full SSN and DOB when requesting foreign country clearance messages. DOD recently modified country clearance guidance to minimize the amount of personal information contained within these messages. The amount of personal information required on DOD 1610, the form used to authorize temporary duty travel, has also been reduced. Individuals now only list the last four digits of their SSN on both group and individual travel orders.

DAN-1C is currently reviewing other agency usage of SSNs to ensure it is within an executive order or statutory requirement. If you have any questions or privacy related matters that you would like to discuss with DIA's privacy staff, please call (202) 231-1193.

FE Employees Hit the GROUND RUNNING

By Samantha von Zirpolo, FE

In-processing can be frustrating. It's oftentimes consuming and overwhelming, and in my past experience, not always enjoyable. Before beginning my tour as a co-op student here at DIA, I worked with a large wealth management company whose in-processing procedure was all over the map. Without a formal guide to reference, I had to rely on word of mouth for direction, and being new to both the company, as well as the professional world, I didn't always know the right questions to ask to get that guidance. Not only did this make simple tasks like voicemail setup difficult, but at the end of my six months with the company, I was still waiting on access to a key system that would have helped me do my job better.

When I came on board at DIA in January, I was expecting the process to be just as confusing and even further drawn out, considering the nature of the intelligence community and its added security measures. However, when I arrived at my office, the Office of the Chief Financial Executive Program Assessment and Evaluation Division (FE/FE-1D), I was more than impressed with the ease at which I was able to in-process. I was given the FE-1D in-processing binder, which is the result of a Lean Six Sigma Green Belt project initiated by my supervisor, Matthew Malvaso, and completed by my predecessor and a fellow co-op student, Ankur Shah. The binder includes a comprehensive checklist that maps out the required agency administrative tasks necessary to get on board and acclimate individuals to the specific requirements of FE-1D. Each checklist item references a specific tab that provides step-by-step instructions, any necessary paperwork and useful points of contact.

By the end of my first week, my checklist was more or less completed, a major feat in comparison to the months it had taken at my last co-op position. Aside from the drastic decrease in time required to in-process, I also found it helpful that the binder included details such as how to schedule a conference room or where to locate the supply room. Small bits of information like this, though important, are often in the back of a manager's mind. Because the binder lays this type of information out in such a comprehensive manner, you aren't reliant on a manager to remind you how exactly to complete a simple task, such as filling out a timesheet.

Speaking from my own experiences, as well as those of my co-workers, the FE-1D in-processing binder has proved to be an indispensable tool to our office. It has streamlined procedures to effectively reduce a new employee's in-processing time from more than three months to three days — as well as eliminate the frustration and confusion that can be commonly associated with the process.

Although the binder is currently geared toward new hires in FE-1D, it was designed to be transferable throughout FE and even agency-wide. In fact, though only a few months in production, FE headquarters has already been briefed on its value and has requested a copy to be used by newly hired staff officers. Additionally, the checklist and tab setup lends itself well to be tailored by specific offices. The FE-1D Measurement and Analysis team is very proud of this product and hopes to see it adopted and adapted by others across DIA.

If interested in a copy of the FE-1D in-processing binder, or for more information, please contact Matthew Malvaso at (703) 907-0157, or Iftin Fatah at (703) 907-0480.

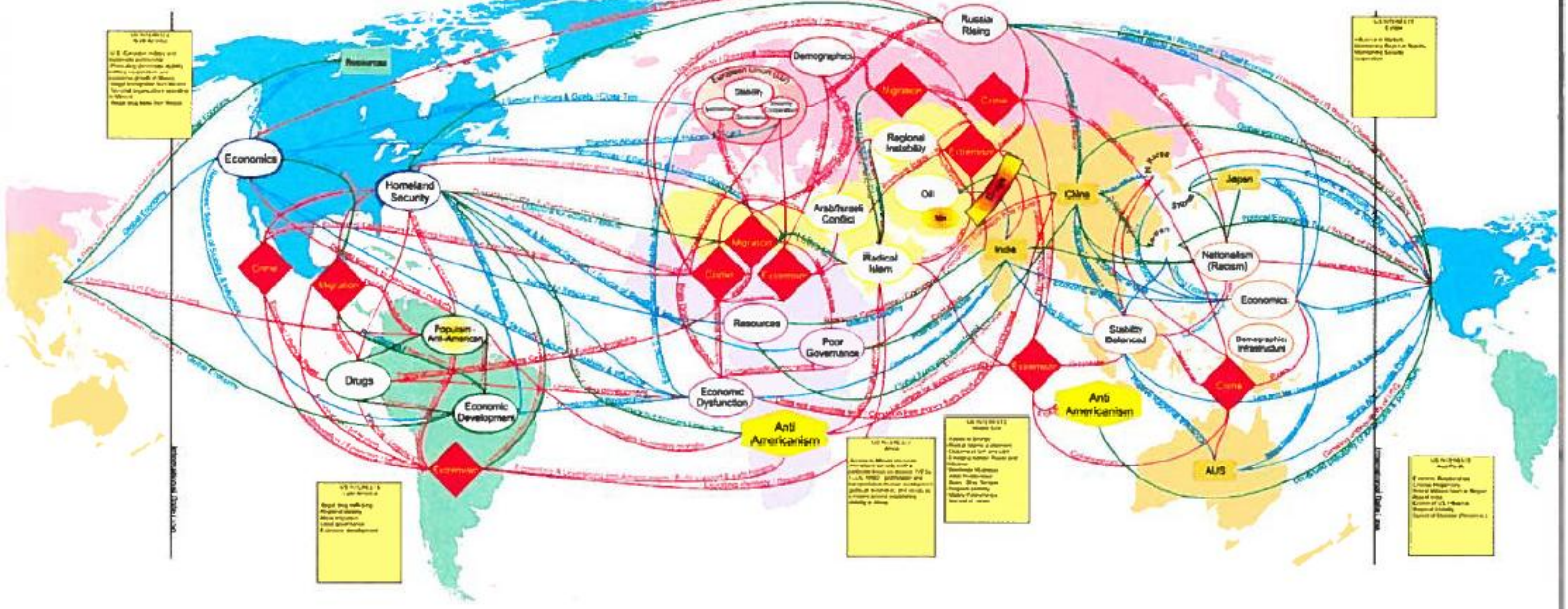
Strategic APPRECIATION Focus for SOCOM Intelligence Support

By Kathy L. Weyenberg, SOCOM

U.S. Special Operations Command (SOCOM) leadership created a Strategy Division in 2007 with two main focus areas: foster discussion at the strategic level and develop a command strategy. The division learned that understanding the environment in which we operate is far more important than the current focus on particular threats that emerge from that environment. I provide intelligence support, mostly in the form of open-source intelligence, for our unclassified products, which we intentionally keep unclassified to allow the broadest dissemination and dialogue with the community of interest.

The Strategy Division will write the command strategy based on the strategic appreciation, a detailed product which depicts the strategic environment for operations. Just as the SOCOM commander's guidelines for strategy development do not contain threats, neither does the strategic appreciation. There are no specific violent extremist organizations and no weapons of mass destruction manufacturers displayed. These threats certainly exist and define the mission of the combatant commands dealing with those that would do us harm; however, the bigger question is the manner in which we address the problems in a holistic and strategic fashion.

The Strategy Division is recommending an emphasis on strategic intelligence analysis that is environment-focused, not threat-based. For instance, some of the future analysis should include impact of a changing environment, such as urbanization, on future special operations forces (SOF) deployments and areas in which SOF can assist in restoring U.S. influence. Intelligence analysis can focus on the larger issues and events threatening the United States, our key partner nations and the world. We're recommending the correct mix of strategic and tactical/operational intelligence analysis to meet the needs of the command. We recognize a need to increase focus on strategic issues while continuing to support, as appropriate, the tactical and operational forces.


Russia Rising
Demographics
European Union
Stability
Resources
Migration
Crime
Regional Instability
Extremism
Oil
Arab/Israeli Conflict
Radical Islam
China
India
Japan
Nationalism (Racism)
Economics
Stability Balanced
Demographic Infrastructure
Anti Americanism
AUS
Economics
Homeland Security
Populism Anti-American
Drugs
Economic Development
Poor Governance
Economic Dysfunction

Global synthesis charts used to demonstrate the strategic environment for operations.

The strategic appreciation views the world and its complex problems in a way that will focus our understanding and serve as a vehicle for learning, unraveling the system of systems, as SOF engages, operates and adapts to a changing environment. Comprised of a "global synthesis" and six regional narratives, we are using lessons learned from the strategic appreciation to develop a SOCOM strategy that will guide the roles, missions and functions of SOF into the future. While some of our conclusions are specific and unique to individual regions, others have definite similarities across a spectrum of geographic regions and geopolitical situations. These global issues present major challenges for SOCOM at a strategic level, as well as varied and difficult problems to be addressed by SOF units assigned to geographic combatant commanders and other military organizations.

After the Strategy Division analyzed the contemporary global environment to identify the relevant characteristics, dominant themes emerged: security, its inextricable linkage to economic development and worldwide fluxes in demographics. We identified "friction points" that could result in cause for concern, geopolitical miscalculations, or potential conflict. In addition we identified a nexus of crime, migration and extremism as a global theme that impacts a nation-state's ability to govern effectively and threaten national security as much as conventional nation-state warfare.

When we present the strategic appreciation, we do not use briefing slides. Our presentation is in the form of several table-sized charts, including the global synthesis chart shown above, and we ask our audience to gather around, write on the charts and contribute to our understanding of the environment. We also ask them to invalidate any of our incorrect conclusions so that we can achieve a greater depth of understanding.

We are often asked why we developed and are publicizing the strategic appreciation, especially since SOCOM has no specific geographical responsibility. Our intent is to include the community of interest in the learning process. We don't claim to be experts in all regional and functional areas, so we invite subject matter expert input. The inherent nature of SOF is to be geographically and culturally attuned, and our discussions regarding the strategic appreciation are giving us a better understanding to posture SOF for the future.

This work is the foundation for a command strategy, which will guide development of the commander's critical information requirements, essential elements of friendly information, priority intelligence requirements and inform campaign planning efforts.

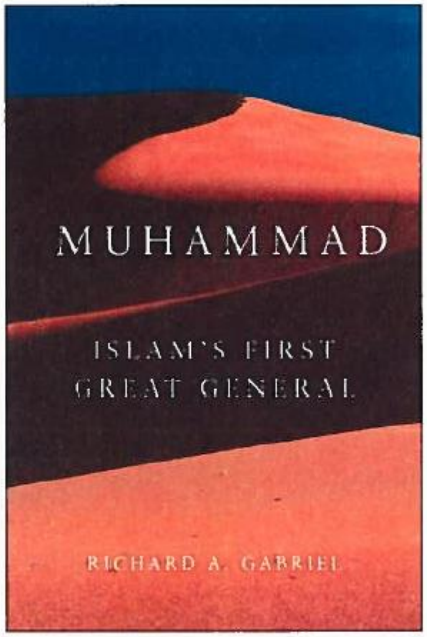
The Complexity and Diversity of ISLAMIC HISTORY

By CDR Youssef Aboul-Enein, DI

To refine 21st century political-military skills, it is vital that time be reserved to read the latest books that provide a deeper understanding of the complexities of countering terrorism. Two current books that delve into Prophet Muhammad's battles and Pakistani military political affairs are worth reading.

Muhammad as a General

Richard Gabriel has written multiple books on military history, focusing on military issues of antiquity. Gabriel's latest, "Muhammad: Islam's First Great General," discusses the generalship of Prophet Muhammad (570-630 A.D.).



Before going any further, I recommend reading an overall biography of Muhammad that discusses him not only as a military leader, but an arbiter of disputes, leader of city confederacy, merchant, husband and father. Do not travel down the road of Islamist militants who view Muhammad from a single lens, that of a warrior. Ignoring everything else about this complex individual who changed the course of human history would be a mistake.

"Muhammad: Islam's First Great General" begins by discussing pre-Islamic Arab weapons, tactics and warfare, as well as the strategic setting of Arabia being a backwater between the Persian and Byzantine Empires. Of note, Gabriel elicits the assistance of Colonel Salim al-Salmy of the Omani army for this background. Muhammad, under the advice of his converts, re-organized basic Arabian infantry tactics, adding cohesion and bulk. He understood pre-Islamic tactics of khamis, forming an army into a vanguard, a center and rear guard.

The camel and its military uses would add an edge to Arabian armies logistically and transport-wise. Early Muslim forces rode on the camel to arrive fresh at the battlefield. Muhammad also utilized intelligence gathering on his Meccan adversaries, and revolutionized warfare, such as the manjaniq (catapult) and dababa (covered car). When Muhammad arrayed his force in the Battle of Badr, he was asked if this was a revelation or his own military opinion. When he answered it was his opinion, early Muslims advised him on more effective tactics. The prophet was not beyond seeking advice.

Gabriel dissects major battles involving Muhammad, starting with the Battle of Badr in 624 A.D., to the Battle of Hunayn in 630 A.D. Despite the mythology, not all of Muhammad's battles were successful, but the majority of those engagements were victorious. "Muhammad: Islam's First Great General" is a recommended read

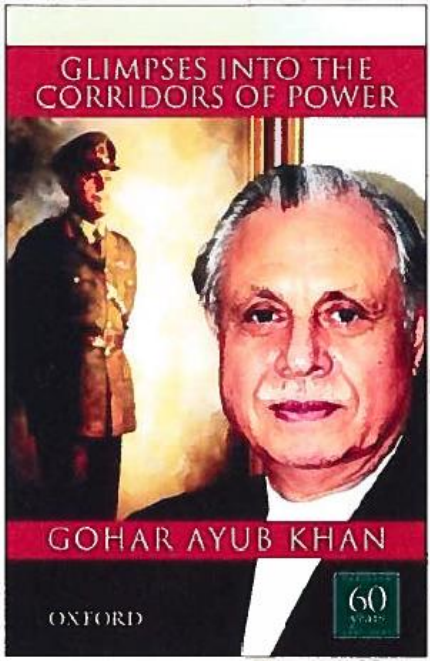
to reveal how shallow Islamist militants are in the reading of their own history, including military history.

Pakistan's Political and Military History

Noted Pakistani politician Gohar Ayub Khan, son of Pakistan's first military dictator, General Ayub Khan, published "Glimpses Into the Corridors of Power," an intimate look at Pakistani political and military history from the partition of India in 1947 to the present. Khan, who is about to release another book on his time as foreign minister, shows here the development of a pragmatic Pakistani officer and minister. His education at Sandhurst Military Academy, coupled with the U.S. Army's Infantry Officer Advanced Course, cultivated an articulate minister steeped in Pakistan's politics, Islamic imagery and the realism of policymaking.

Among this book's revelations is the tangled web in which American weapons end up in Pakistan despite an embargo. Among these schemes are American tanks shipped to Iran but ending up in Pakistan. The Pakistani Army understood the value of the M-47 and M-48 tanks, and improved upon them for combat in Pakistan, outfitting them with diesel engines to limit the more combustible gas based engine. Additionally, Khan has much to say about the Bhutto family that is unflattering, and the decisions that former President Zulfikar Ali Bhutto made that humiliated the army in their engagements with India.

On the maritime front, Khan reveals the acquisition of Daphne-class submarines as a deterrent to India's aircraft carrier Vikrant. In the 1965 Indo-Pakistan War, the Pakistani submarine PNS Ghazi laid off of Bombay awaiting the emergence of the Vikrant. Intelligence on the Indian aircraft carrier was collected by such techniques as plotting Pakistani commercial aircraft bound for Bombay along the path of the carrier to fix its position and activity. Moreover, Pakistan would play the China card to re-supply itself in the war, and capitalize on regional balances of power between India, China, Pakistan and Russia. Khan also discusses the use of Islamist militant insurgents in the conflict with Kashmir, such as Operation Gibraltar.



The book ends with a strategic assessment of the 1999 Kargil Conflict that discusses Indian failure to adequately supply its troops, and India's success in using airpower in the conflict. It is a battle unlike any other as it was fought in heights in excess of 20,000 feet. Before making judgments of the complex Pakistani political scene, take time to read about the history and political evolution of this country.

Editor's note: CDR Aboul-Enein is a Middle East counterterrorism analyst and is a prolific writer of reviews and essays on Islamist militancy and Middle East affairs. He wishes to thank his colleague LCDR Margaret Read for her edits and comments.

Interview with

LTG Ronald L. BURGESS Jr., Director, DIA

By the Communiqué staff, CP

LTG Ronald L. Burgess Jr., became the 17th director of DIA and assumed command of the Joint Functional Component Command for Intelligence, Surveillance and Reconnaissance (JFCC-ISR) in March. LTG Burgess previously served as the deputy director of national intelligence for customer outcomes in August 2005, transitioning to director of the intelligence staff in February 2007. In addition, he was dual-hatted twice as the acting principal deputy director of national intelligence from May 2006 to October 2007, and January to February 2009.

LTG Burgess is well acquainted with DIA having first joined the agency in June 2003 as the director for intelligence (J2). From June 2003 to July 2005, LTG Burgess supported the chairman of the Joint Chiefs of Staff, the secretary of defense, Joint Staff and unified commands. The J2 is the national level focal point for crisis intelligence support to military operations, indications and warning intelligence in the Department of Defense, and unified command intelligence requirements.

The Communique staff spoke with LTG Burgess about his first impressions of DIA after being gone for a little more than three years, his goals and priorities for his first year and how he intends to strengthen DIA's presence within the community/enterprise.

COMMUNIQUÉ: *You're no stranger to DIA, but has anything surprised you so far?*

LTG BURGESS: A couple of things have stood out as I come back to the agency. First, when you are the J2, though you are a part of DIA, you really live inside of a cocoon supporting the Joint Chiefs of Staff, and while you draw on the full enterprise or the full size of DIA, you don't really have a feel for what all that encompasses. Now that I am back as the director, I have been a little surprised, impressed and excited as I go about learning the full scope of what makes up the agency. We've got a breadth and depth across DIA that I probably was not prepared for in terms of how deep we really go into some areas.

Though I was aware it was happening at the time, I think the other thing that has surprised me since I've been back is the growth of DIA. Now some of that is the fact that we've taken on the J2 work forces of the combatant commands, but DIA has also had a fairly good growth rate.

COMMUNIQUÉ: *What are your goals and priorities for year one? (besides the parking policy, of course!)*

LTG BURGESS: The good old parking policy — we will have to see how everybody feels about it after it's been in effect for a while.

The old saying that the sum is truly greater than the parts applies to what we do. I am coming back to DIA after working at the Office of the Director of National Intelligence (ODNI), so I understand the community piece. We are the defense center of excellence within that community, and my first goal is for us to continue that role. But I also want us to be a part of the larger enterprise; so I am looking at what it is we do on a day-to-day basis — I want us to be cross cutting throughout the entire community. DIA is one of only three all-source analytical centers in the intelligence community (IC), and as one of those three, I want to ensure that we become the best we possibly can.

My goal on the analytical side is to ensure that my folks have the requisite skills, tools and access to information they need to do their job. I've used the adage before that I don't want our analysts having to do their work with one arm tied behind their back.

My other priorities are to empower the work force to do their job to the best of their ability; to make us a part of the bigger enterprise; and to support our customers the absolutely best way we can, whether that be the policymakers in Washington or the folks down at the pointy end of the spear.

LTG Burgess sits down with Dana Black, internal communications, for his first Communiqué interview as director.

Photo by Sarah E. Moseley, CP

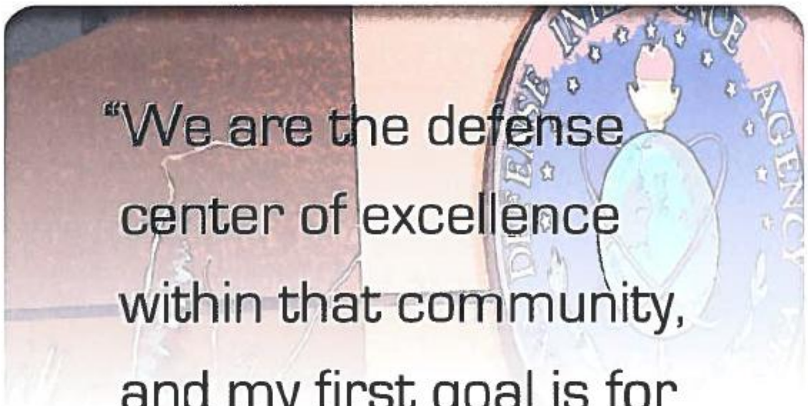
Finally, I'm going to take care of the people we have and give them the opportunity to develop to their fullest potential, whatever that is. At the end of the day, I have no more important resource than the people that make up DIA. I can have some of the greatest toys, or greatest inventions or capabilities, but it always comes down to the human being — if I take care of them, they will take care of everything else.

"The biggest part of my job is unleashing the capability that we have inside DIA."

COMMUNIQUÉ: *Speaking of our people, the agency just received the results of the*

2008 Human Capital Survey. What plans do you have to address the areas in need of improvement?

LTG BURGESS: Since I have only been here for about a month, I have asked for the results of the Human Capital Survey from the last couple of years. I want to focus on the bottom five areas, at least initially, so I can see some analysis behind what has been the trend, what have we done about these trends over time, and has there been improvement, and if not, then why not.



"We are the defense center of excellence within that community, and my first goal is for us to continue that role."

So right now I am going through the initial assessment, and after I look at the lowest trends, I intend to look at the rest of the Human Capital Survey more holistically. I realize that the issue may require a policy change, and I can look at that as it affects the work force. Sometimes you make decisions on policies that impact the larger work force, in other words, what is better for the greater good than it is for maybe a small segment. Additionally, some of the trends may relate to resources. My job is to fight for resources, but mission always comes first and so my job is also to balance mission and quality of life for the work force. At the end of the day, we are all, including myself, taxpayers and we've only got a finite set of resources to do the mission we've been asked to do.

We are all in this together, so I will solicit feedback and have a dialogue with the work force through the use of the Crossing Boundaries forum and my quarterly town halls. I want to give the work force the opportunity to participate, and I intend to keep them as fully informed and be as transparent as I can as we go forward.

COMMUNIQUÉ: *You mentioned earlier your goal for DIA to be the lead for defense intelligence within the intelligence community and the enterprise. How can the agency strengthen its presence within the community/enterprise, and how will DIA analysts gain more access to data and information?*

LTG BURGESS: I want to look at how we play within the defense part of that enterprise because there are certain parts of the community that fall under the secretary of defense, and I want to ensure that we are good teammates with the other members of the defense enterprise, and that they are good teammates with us. I will look at it from that perspective, and if it requires me putting resources out with some of them, or them putting resources with me, we may need to do that.

Moving from the defense part of the enterprise to the bigger IC, I will also take a look and see how DIA is playing. I already have a feel for some of that from my days in the ODNI, but I want to step back now with the senior leadership I have in place here at DIA and take a more holistic view and make sure that we are playing where we need to play.

To be part of that enterprise, to be a key player in it and to be the premier part of it in terms of the analytic piece, it goes back to information sharing. I intend to do what I can to ensure that our analysts have access to the information they need to do their job. I do not, by any stretch of the imagination, believe that DIA analysts need access to every bit of intelligence out there. I understand sources and methods. I understand the fragility of some of our collection that we have, and I am not willing to sacrifice that collection so that I can open up collection to all analysts on everything. We all have a responsibility to protect those sensitive sources and methods, and I want to do that while at the

Photo by Jeffrey L. Baker, DX

LTG Burgess talks with CMPC-Q employees during a trip abroad in March.

same time giving analysts access to the information they need to do their job.

COMMUNIQUÉ: *The majority of DIA employees are now outside of the National Capital Region. What challenges does that present to you and how will you approach leading such a globally dispersed work force?*

LTG BURGESS: It certainly does affect how you manage. I tend to rely on a personal style of leadership, and of course when your work force is not with you, that makes it pretty hard at times. So what I intend to do is communicate with them as much as I can and make myself available through forums like this, and town halls and visits.

I also plan on using other senior leadership to include the deputy director and chief of staff, plus my command sergeant major to help me do as much outreach as I can to the different dispersed parts of the agency. It's my hope by that interaction, and by people taking advantage of things like communicating with me through the Web site, that I will stay connected. Ultimately, it really comes down to empowering people and having them feel like they are a part of something bigger than themselves. I want everybody to feel like we are in this together and feel comfortable in reaching out to me. Because I certainly won't have any hesitation in reaching out to them!

COMMUNIQUÉ: *Tell us something about you that we won't find on your bio.*

LTG BURGESS: I think the thing about me that helps people understand Ron Burgess a little better is that I'm very much into family. I've got my first grandchild and I'm looking forward to more. Family is very, very important to me, and it needs to be important to all of us.

The other thing that I would say is something that's mentioned, but people probably don't understand the breadth, depth and scope of it. People that read my bio will see that I went to Auburn University — I didn't just go to Auburn, I bleed orange and blue in my blood. I am very much a War Eagle and follow my college from a sports perspective very hard.

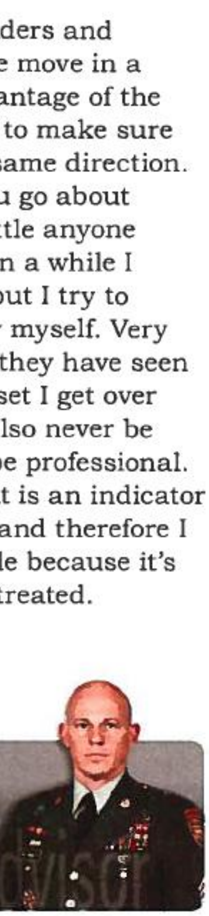
COMMUNIQUÉ: *At your March 25 town hall, we learned about "Burgess's Buttons." Tell us a little more about these.*

LTG BURGESS: At my first town hall, I talked a little about some of the things that are probably not a good thing to do around me, and most of them can be summed up in following the Golden Rule. I said then, and I meant it, that I know very few people in this world that wake up in the morning

"At the end of the day, I have no more important resource than the people that make up DIA."

and the first thing that pops in their mind is, "How can I mess things up today?" That's not what people do; people generally try to do the best job they can.

The reason why we have leaders and supervisors is to help people move in a better direction or take advantage of the experience others have and to make sure the team all pushes in the same direction. But I don't think that as you go about doing that, you have to belittle anyone or yell at them. Sure, once in a while I will probably lose my cool, but I try to do it behind closed doors by myself. Very seldom will people say that they have seen me upset, and if I do get upset I get over it pretty quickly. It should also never be personal, it should always be professional. How you go about doing that is an indicator of your personal character, and therefore I try to live by the Golden Rule because it's the way I would want to be treated.



DIA's Senior Enlisted Advisor

"I believe it's important for DIA to have a senior enlisted advisor, because this position can offer a lot of professional education and mentoring opportunities, not just to the military, but to the entire work force. Being afforded the opportunity as the 'eyes and ears' for the director, I can see and hear diverse issues across the many different work areas spanning DIA, and bring the successes and/or challenges, when necessary, to the attention of our leadership."

— CSM Mark Warner

Read more of our interview with DIA's new senior enlisted advisor in the May 26 InterComm.

Of course I listed a few other "buttons" that I won't belabor, but the last thing I will mention is don't ever tell me that it's not my job. I get asked to do quite a few things that make me scratch my head. But as long as I'm not asked to do something that is demeaning, illegal, unethical or immoral, I should do it. I get a check from the taxpayers and I probably ought to do whatever I can for the good of the team and for the good of the organization. I just want to try and instill that.

I do believe that success breeds success. I don't have one of the posters on my wall, but I can say that I live by the Vince Lombardi principles of success and leadership. At the end of the day, I want people to be able to reach their full potential, and I think yours and anybody else's potential is unlimited — we just have to figure out how to best open that up and give it an opportunity because all of us will be better if everybody is performing at the top level.

COMMUNIQUÉ: *Is there anything else you would like to share with the work force?*

LTG BURGESS: I've been in the agency this time now for a little more than a month, and I have been impressed as I have traveled throughout the agency here in the Washington, D.C., area and to some of our overseas locations in Iraq and Qatar. I have been impressed by the level of professionalism, the esprit de corps, and the desire to support the folks that are out there pulling operations or having to give policy advice. It is a group of professionals that have a desire to do their job well, to do it in a timely way and to do it to the highest standard.

It has struck me, as I have traveled around, that the biggest part of my job is unleashing the capability that we have inside DIA. We have so much capability inside this agency and so many smart people — my job is to help resource them, channel them in the right direction and then let them do their jobs.

DI's Focus on ANALYTIC QUALITY

By the Directorate for Analysis, DI

In an effort to continually provide the highest quality of all-source analysis to policymakers, planners, warfighters and the acquisition community, the Directorate for Analysis (DI) is focusing on analytic quality for the coming months.

"Our past efforts to improve analytic quality through training, emphasis on tradecraft standards, and pre- and post-production reviews have resulted in noticeable improvements in the quality of our products, and our customers are complimentary of DI products," said Robert Cardillo, deputy director for analysis. "However, I know that we can do even better, particularly in terms of the clarity of our expression and the quality of our assessments."

To jump-start the focus, several near-term initiatives will be spearheaded by DI Analytic Operations/Research Director's office (DI-RD), including the development of "tradecraft primers" that provide detailed guidance on aspects of analytic methodology, the development of a comprehensive series of tradecraft seminars and the increased use of analytic writing and review courses. In addition, a greater emphasis on product design and formalized guidelines for the analytic review process are also part of the overall effort.

"We'll be making a concerted effort to provide analysts at all levels with more constructive and actionable feedback. Peer review and post-production evaluations are a valuable part of the production process," said J.D. Williams, DI research director. "Feedback helps us understand what we did well and what aspects of our analysis can be even better."

Other initiatives under development include the implementation of a Joint Military Intelligence Training Center (JMITC)-DI Adjunct Instructor Program, creation of a "virtual" analytic tradecraft cell and development of enhanced customer feedback mechanisms.

Analysts throughout the directorate and defense intelligence enterprise have engaged in discussion and idea sharing regarding analytic quality with senior leadership through Cardillo's blog on Intelink.

"I've been really impressed with the thoughts and ideas that are coming out of the exchange," said Cardillo. "Through this vetting of the collective input, we'll be able to develop best practices that will set the conditions for substantive improvement on the analytic quality front. In the end, we'll be providing even better decision advantage to our customers."

DI analysts discuss military infrastructure and sustainability scenarios.

Photo submitted by DI

D2X: The Crossroads for CI and HUMINT

By David L. Danner, DX

Photo provided by DOD

As the key defense-level CI and HUMINT enterprise link to the National Intelligence Coordination Center (NIC-C), National Clandestine Service, National Counterintelligence Executive, FBI and the Joint Staff, D2X bears the responsibility for marketing defense HUMINT and CI operational activities. D2X is also partnering with the chairman of the Joint Chiefs of Staff (CJCS) to develop a "2X" staff representing both organizations, thus reducing personnel requirements and allowing for increased agility between DCHC and the Joint Staff.

A special forces company commander meets with village elders and 1st Kandak, 209th Afghan National Army Corps, counterparts to discuss military operations in the Sangin District area of Afghanistan.

The Defense Counterintelligence and Human Intelligence Center (DCHC) D2X Special Office serves as the counterintelligence (CI) and human intelligence (HUMINT) enterprise's central point for coordinating, de-conflicting and orchestrating collaboration. As a facilitator and synchronizer, rather than as an operational manager, D2X is establishing a battle rhythm of recurring staff interaction with combatant command CI and HUMINT staff elements (J2Xs), the services, Pentagon leadership and interagency counterparts. Comprised of two divisions, Operations Management (D2XO) and Operations Support (D2XS), D2X serves as a crossroad for CI and HUMINT issue management, connecting force providers to diverse customers at all levels from tactical to national-strategic.

One of D2XO's primary roles is to de-conflict, coordinate and synchronize CI and HUMINT collection, offensive CI operations and other CI activities. Based on a cross-community understanding of defense executor capabilities, D2XO develops integrated CI and HUMINT strategies and prioritizes and assigns responsibility for validated collection requirements. The division also represents the operational focus and activities of the CI and HUMINT enterprises in the Department of Defense (DOD) and intelligence community (IC) forums, such as NIC-C, the Defense Intelligence Operations Coordination Center (DIOCC), National Intelligence Collection Board and National HUMINT Requirements Tasking Center. To facilitate worldwide situational awareness of U.S.

Photo provided by DOD

A Chinese color guard stands at attention.

forces' CI/HUMINT capabilities, D2XO partners with DCHC elements, the services, combatant commands and other defense agencies to identify requirements for the development of a common operating picture.

Another key D2XO focus area is intelligence-related planning, specifically, CI and HUMINT planning in support of secretary of defense and Joint Staff-designated priority concept and operational plans. Important activities include the coordination and de-confliction of requirements for technical equipment and communications and oversight of defense CI/HUMINT source registration and de-confliction.

D2XS manages DOD CI collection, production and Joint CI operational requirements, validating and submitting these requirements to DOD CI analytic, collections and operations communities. D2XS manages the DOD CI community's Quality of Analysis program and obtains customer feedback to ensure community analytic standards and customer expectations are met. D2XS validates and disseminates DOD strategic CI collection requirements, and coordinates submitted collection requirements among the services, combatant commands, defense agencies and other IC members. In addition it also provides advocacy for and staff support to combatant command J2Xs and the Joint Staff, increasing Joint Staff CI awareness through briefings and reporting programs.

D2XS actively engages in outreach to the combatant commands, deploying CI and HUMINT professionals to support them in exercises and planning activities. In conjunction with the Directorate for Intelligence (J2), it serves as the focal point for developing Joint CI, HUMINT and J2X doctrine, and preserves Joint Staff and combatant command CI and HUMINT equities in DOD policy issuances. It also provides 24/7 CI and HUMINT support to the CJCS, and National Joint Operations and Intelligence Center leadership.

COUNTERINTELLIGENCE:
A Core DIA Mission & Critical Component of U.S. National Security

By Mark Reagan, DC

Counterintelligence (CI) is a core mission area for DIA. The director of DIA is the defense counterintelligence manager and assisting him in the day-to-day execution of the critical CI mission is the director of the Defense CI and HUMINT Center (DCHC).

Photo provided by DOD

Scouts pull overwatch during Operation Destined Strike while soldiers search a village below the Chowkay Valley in Kunar Province, Afghanistan.

What is CI and why is it important? CI is the business of identifying and combating foreign intelligence threats. Its core concern is the intelligence activities of nation states and those of non-state actors, e.g., terrorist groups. The end of the Cold War did not stop our adversaries from collecting against the United States. In fact, there are more capable foreign intelligence services in the world than ever before, and a larger number are aggressively conducting a wide-range of clandestine and covert activities to systematically attack and undermine our national security interests worldwide. They target our technology, our armed forces, our intelligence system and our government's decision processes.

Executive Order 12333 states that special emphasis be given to detecting and countering espionage and other threats and activities, including terrorism, directed by foreign powers or their intelligence services against the U.S. and its interests. It further defines CI as "information gathered and activities conducted to identify, deceive, exploit, disrupt, or protect against espionage, other intelligence activities, sabotage, or assassinations conducted for or on behalf of foreign powers, organizations, or persons, or their agents, or international terrorist organizations or activities." Thus CI is both knowledge of foreign intelligence activities and action to disrupt and exploit those activities.

The Department of Defense's business is national security, and national security cannot succeed without viable CI. The National Intelligence Strategy directs that we employ sound CI measures to combat the threat from foreign intelligence services and terrorist groups. The National CI Strategy further instructs, CI "must

neutralize and exploit adversarial intelligence activities targeting the armed forces," and "support the full gamut of military operations from tactical activity to strategic initiatives." Also the Defense Intelligence Strategy sets forth a key objective to "identify, deny, disrupt and exploit foreign intelligence and security service activities."

CI is composed both of defensive and offensive elements. Defensive CI involves protecting vital national security-related information from being stolen by an adversary's intelligence apparatus, guarding against espionage and informing security. Offensive CI includes the penetration and manipulation of adversary intelligence activities to shape foreign perceptions and degrade foreign intelligence capabilities.

CI is also a powerful tool in our arsenal to combat terrorism. Terrorists spy before they terrorize. Every terrorist attack is preceded by an intelligence operation — they conduct surveillance against their planned targets, collect intelligence on target vulnerabilities, etc. Terrorists employ classic intelligence methods and tradecraft to recruit sources and run assets, and they actively seek to penetrate the intelligence community.

As Michelle Van Cleave, former national counterintelligence executive, stated in 2004, CI "can be used to diffuse or shape an emerging threat, to influence key decisions of our adversaries, to mask vulnerabilities, to advance diplomatic objectives, or to confer advantages on the negotiating table or battlefield." CI needs "to be able to present an array of strategic CI ... options in foreign and defense policy for the president and his national security team." CI is both an operational capability and a strategic enabler — in wartime it is critical to defeat and exploit adversary intelligence capabilities, as well as to shape and influence enemy decisions.

DIA'S DIRECTORATE FOR COUNTERINTELLIGENCE (DC)

- Drives and shapes defense CI engagement of critical foreign intelligence and terrorist threats globally.
- Conducts strategic CI analysis to inform decision-makers, drive collections and shape operations.
- Maintains worldwide counterespionage situational awareness and informs senior DOD leadership.
- Provides management oversight of national security investigations for DOD.
- Disrupts and exploits foreign intelligence threats through global execution of focused CI operations.

National Media Exploitation Center — WAY AHEAD

By Roy I. Apseloff, NM

The National Media Exploitation Center (NMEC) has experienced extraordinary success since it was founded in 2002. This success can be measured by the remarkable growth in our customer base, a constant increase in the processing and dissemination of document and media exploitation (DOMEX) products and the significant expansion of NMEC infrastructure. However, if we are to remain relevant in the evolving and unpredictable future, NMEC must proactively seek innovative and pragmatic ways to continue satisfying its consumers' increasing requirements for focused and time-sensitive intelligence information.

One approach is to borrow ideas from the business community. By modifying our own business model, NMEC can better adapt to perpetual changes in the

operating environment, as the long term success of any venture is predicated on a prescient vision of the needs of the community years into the future. It is this type of foresight that drives investment in technologies and architectures which will not only address those needs, but will do so in an economical, efficient and effective manner.

Customer Base

NMEC serves a worldwide customer base of warfighters and policymakers, as well as members of the intelligence community (IC) and law enforcement activities (LEAs). Since NMEC's inception, the principal customer has been the warfighter, followed by the IC and LEAs. As the geo-political environment transforms in response to new administration initiatives, NMEC envisions a gradual decrease in the prominence of warfighter-derived material with a concurrent increase in material provided by the IC, LEAs and the newest federated partner, the Department of Homeland Security (DHS). This is reflected in our current customer base with material provided by the warfighter representing 65 percent of our products, while DHS/LEAs make up 20 percent and the IC comprises 15 percent. These percentages illustrate a significant shift from previous years where material derived from the warfighter represented 79 percent, LEAs approximately 2 percent, and the IC roughly 1 percent.

Coalition forces conduct site exploitation at an Iraqi home in downtown Baghdad, gathering documents for exploitation.

Photo provided by NM

The DHS partnership has also opened entirely new vistas in the type and breadth of material NMEC is processing, to include material for state and local fusion centers, local law enforcement, Bureau of Prisons, Immigrations and Customs Enforcement (ICE), Boarder Patrol, etc. Inclusion of DHS and LEA data brings a host of changes in material handling and new requirements for evidentiary chain of custody. However, NMEC must never forget its roots and, as a member of a Department of Defense combat support agency, we will always strive to balance the immediate needs of the warfighter with priorities from the IC, LEAs and DHS.

Infrastructure

NMEC's current DOMEX architecture evolved through the deliberate response to challenges resulting from technical advancements and changing enemy tactics, techniques and procedures, and to changing national intelligence priorities. While this approach remains functional, its efficiency has diminished over time and we must now look for a new design that will serve as a long-term solution. The new infrastructure under development, the NMEC Exploitation System (NEXSYS), showcases an information technology (IT) architecture that combines flexibility, interoperability and standardization with efficiency to ensure a system design that will:

- Support global operations at varying intensities.
- Operate and exchange data with other IC systems, and adopt and promote standards for data exchange, federation

Photo provided by NM

NMEC IT staff Stacey Smith and Brandon Allred inspect the status of network systems.

of queries and analytical tools and interfaces.

- Standardize tools, training, practices and procedures throughout the community.
- Remove duplication and inefficiency of storage inherent to DOMEX data.

NEXSYS will feature a scalable design and a capability to grow from terabytes to petabytes in under 10 years, with an architecture capable of handling exabytes, millions of terabytes, and eventually zettabytes, billions of terabytes. This impacts the entire gambit of subsystems intrinsic to the IT architecture to include storage, processing, bandwidth and even human resources. NEXSYS will be capable of tactical exploitation, rapid exfiltration and parallel processing at multiple echelons. Designed with a minimum of 20 year growth, NEXSYS will incorporate multiple storage efficiency techniques. It will automate media-level, file-level and metadata-level processing and impose standards such as basic extraction processes and adaptability for advanced extraction and analysis.

NMEC is the center of a hub-and-spoke system that encompasses its federated partners and customers. While the DOMEX community relies on and is driven by tiered exploitation executed by independent organizations, the key to success has been the constant coordination among all of the members. NMEC must therefore continue to forge new partnerships and at the same time broaden DOMEX proficiencies, activities and awareness — domestically and internationally — in order to lay the foundation for improvements across a wide range of problems and issues and for a globally capable and agile DOMEX system.

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Defense CI & HUMINT Enterprise Management Office

By the Defense Counterintelligence and Human Intelligence Center, DX

The Defense Counterintelligence and Human Intelligence Center CI and HUMINT Enterprise Management Office (DCHC/DEO) works to synchronize processes and procedures across the defense counterintelligence (CI) and human intelligence (HUMINT) enterprises to ensure that communication and collaboration are maximized to improve the effectiveness and efficiency of the Department of Defense's (DOD's) CI and HUMINT capabilities. DEO operates across a wide management scope and influences developments in CI-HUMINT community

coordination, policy and governance, assessments and operations, technology exploitation, strategy and performance and training. Since its establishment in August 2008, DEO has most notably:

- Assimilated CI and HUMINT governance models into a streamlined structure that will realize synergies in areas of functional overlap, develop common standards for DOD CI and HUMINT, and execute decisions and put them into practice.
- Integrated CI and HUMINT oversight practices and adopted the best practices from each discipline. CI assessments, which were previously limited to a strategic model, were expanded to include the operational and tactical levels. HUMINT assessments were adapted to emulate CI and more closely link capabilities to resources and performance.
- Developed a combined CI and HUMINT information technology (IT) configuration management plan that provides for improved governance, auditing and management processes. In conjunction with this, DEO is developing collection operations and requirements management tools that will serve both disciplines to better manage CI and HUMINT operations/ capabilities. Efforts are underway to create a combined reporting capability to merge CI and HUMINT existing IT systems.
- Merged CI and HUMINT training management into a single division that is promoting efficiencies in training of similar CI and HUMINT capabilities by standardizing courses. This ensures individuals trained in particular mission areas learn standard sets of skills and abilities independent of their parent service or agency. Additionally, DEO is working closely with our intelligence community (IC) partners to provide DOD's Advanced HUMINT and CI courses with a National HUMINT Validation that will ensure these courses meet IC tradecraft principles.

The Communiqué staff interviewed two of the agency's departing "legacies" and asked them to share their career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

Douglas L. SMITH

Editor's note: Employees at the U.S. European Command (EUCOM) Joint Intelligence Operations Center Europe (JIOCEUR) Analytic Center (JAC) at Royal Air Force Molesworth, United Kingdom, were welcomed into the DIA work force Oct. 1, 2008, as part of the JIC/JAC MIP Implementation Study (JMIS) transition. Douglas Smith, who retires July 3, is the first employee of the JAC profiled in the Communiqué.

Photo provided by Douglas L. Smith, EUCOM

How long have you been with the JAC and DIA, and where have you worked?

While I officially joined DIA in October 2008 as part of the JMIS transition of EUCOM civilians, I have been a part of the defense intelligence community here at the JAC since it stood up in 1992. Before that I was with its predecessor organization in Germany from 1988, and prior to that I was with the National Security Agency. I have been a Soviet strategic operations analyst, conventional forces in Europe analyst, a Balkans analyst, chief of our Balkans intelligence support element before and during Kosovo, deputy director of intelligence, and, most recently, director of support and chief of staff of this organization.

What are your fondest memories with the agency and the JAC?

There are many things that stand out — being a part of the team of military, civilians and contractors who do the intelligence work to support U.S. policy and operations, being part of the conventional forces in Europe treaty negotiations and analytical support to those negotiations. Also the analytical challenge of working with the outstanding professional military and civilian analysts here, both as a team leader and later as deputy director for intelligence, to get the best possible intelligence to decision-makers during fast moving intelligence challenges such as Operation Allied Force in Kosovo and supporting U.S. Central Command during Operation Iraqi Freedom.

It has been very rewarding to have the opportunity as senior civilian to lead and mentor a generation of civilians at the JAC, including several who are now our senior analysts in their respective areas of expertise. Certainly managing the difficult, but eventually rewarding, transition of our civilian work force to DIA, and concurrently the transition to the Defense Civilian Intelligence Personnel System (DCIPS) was an accomplishment I am proud of. Finally the privilege to serve under the outstanding leadership of each of the JAC commanders and EUCOM directors of intelligence has been important to my success in my nearly 36-year career.

What lessons did you learn throughout your career that you would pass on to others?

I think the most important things an analyst can do is to gain and maintain the trust and confidence of the people and mission leaders they support. Be certain of your analytic judgments by doing your research. Don't be afraid to express the courage of your analytical convictions in giving seniors your best estimate of the situation and likely next steps. As a leader, delegate responsibility and let your subordinates develop to their fullest, trusting their expertise and dedication. Understand the role and expertise of each part of the defense intelligence community under the Defense Intelligence Analysis Program and know when to call on the expertise in other organizations to get the

best possible intelligence to those that need it.

What would you consider to be your greatest contribution to the JAC and DIA?

My greatest source of pride is the men and women of the JAC with whom I have served. I hope I have been either a positive role model, or have given this superb military and civilian group the guidance to grow into what they are today, and want to be tomorrow. If I've helped one of our folks identify or realize a personal or professional goal, I will feel that my time here has been worthwhile. It is a greatly changed profession from when I started, with new and enhanced analytic tools and collection means. That said, the dedication and professional commitment our folks bring to the mission and their outstanding personal qualities remain unchanged.

What do you think has been the biggest challenge or had the biggest impact on the JAC and DIA?

Near the top of the list would be the transformation of the JAC and our whole community after Sept. 11 to support our nation's call to support counterterrorism operations around the globe. Also, being part of building and resourcing the Intelligence Fusion Centre in support of NATO on Royal Air Force Molesworth, which now has analysts from 24 nations assigned, is important to our community.

Most recently, the challenges of 2008 and 2009 in near simultaneously resourcing the U.S. Africa Command intelligence from the JAC; executing the JMIS transition of our civilians to DIA; implementing DCIPS for our civilians; and working the rebalancing initiative have certainly tested our ability to manage change.

Do you have any final words of wisdom you would like to share before parting with DIA and the JAC?

Love deeply, live well, work hard at what you believe in and don't ever look back. My grandfather said those things to me when I enlisted in the Marine Corps nearly 40 years ago. Hold fast to your convictions.

Rhonda L. HOFFMAN

How long have you been with DIA, and where have you worked within the agency?

I came to DIA in 1989 on the Public Health contract. The objective was to develop an Employee Assistance Program (EAP) that would be broad and offer assistance with work performance behavioral issues and help individuals solve problems in their personal lives.

I was known in northern New Jersey for developing successful behavioral programs in mental health and health prevention. I developed a weekend outward-bound program for the mentally ill in a large community residential program and for outpatient alcohol and drug treatment. As the program director for a large regional hospital, I established a partial hospital program for adults and directed a staff of 21 in an outpatient adolescent treatment program that used the "Minnesota Model" in treating the whole family as a catalyst for changing adolescent behavior and treating alcohol and drug abuse.

I participated in 4,000 hours of direct counseling in a county-wide EAP in order to achieve a certification in that specialty, which brought many opportunities including the my job with DIA.

What are your fondest memories with the agency?

I most liked working with employees and helping move them in the right direction. I built a relationship with supervisors and showed them how using EAP worked to their advantage. It was a grassroots movement within a rigid culture that had

little faith in counseling. I helped both the Office of Security and the Office of Personnel, who were behind in taking action on multiple cases, solve some of the problems with counseling instead of termination.

After a few years, a trust in the program developed. Working with supervisors is the key to successful utilization of EAPs. We worked hard and people started to recognize EAP as a "gold watch program." I was hired as the civilian director in 1996 and we expanded the program to add other counselors.

The best years were when we moved to the Directorate for Mission Services (DA). We had a closer relationship with upper management and were recognized and supported. Kathy Turner was a fabulous supervisor and she supported creative approaches to helping the work force. She also recognized the value of my work and rewarded me with awards and a promotion. Other stakeholders appeared and the program grew and became a leader in DIA.

What lessons did you learn throughout your career that you would pass on to others?

It can take a very long time to establish trust in this workplace. Patience is a necessity if you have a passion to succeed within the discipline of your substantive interest. You need to believe in yourself and what you are doing, and be totally committed to it, even when others may doubt you. You will spend a lot of time with tasks that you hate, but they are necessary to arrive at your goal. You will need stakeholders, collegial friends, a confidant and a lot of drive.

If you don't have a passion for what you are doing, find out where your passion lies and move toward it — it is what will sustain you during the hard times. In the end, people who go toward their passion are the happiest people and the most resolved as they grow older. You need to be able to answer positively to this question when you retire, "Did being alive really matter?" Keep life simple!

I believe in what Stephen Covey and other training gurus continue to write about. The people below you know more than you do — they do the work. You need to listen to them and believe in them if you are to succeed with your objectives. People want to be empowered and will work very hard for you if you support them and respect them for what they do. Don't be afraid to ask for feedback. Poor boundaries within your work relationships can kill morale. Go to EAP and have them help you with these issues. No one ever loses a job for seeking help, but they do for poor behavior.

Photo provided by Rhonda L. Hoffman, HC

Rhonda Hoffman, second from right, with the EAP staff.

What would you consider to be your greatest contribution to DIA?

I changed the paradigm regarding mental health in this culture. Smart people no longer fear counseling, they realized it's the poor behavior that makes people distant from them. Seeking help is smart and supported in this workplace. However, individuals must trust EAP and those working within the program; they must know that the counselors are not an arm of management and that they work toward a win-win philosophy.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The attacks on the Pentagon and World Trade Center changed how people think about life. Sept. 11 forever changed us. People continue to re-evaluate their goals and expectations and make changes

according to a different set of beliefs and philosophies.

Do you have any final words of wisdom you would like to share before you part from DIA?

1. Listen more than you talk, and sleep more than you listen. A rested person can accomplish twice as much in half the time.

2. Turn off the news and start some physical activity — tennis, golf, aerobics, swimming, hiking, hunting, dancing, juggling, etc. We are not meant to sit still. It will bring you pain and heartache in the future. "Stillness is illness."

3. Take time for yourself and for your community. You will meet yourself in the mirror one day and like yourself better for it.

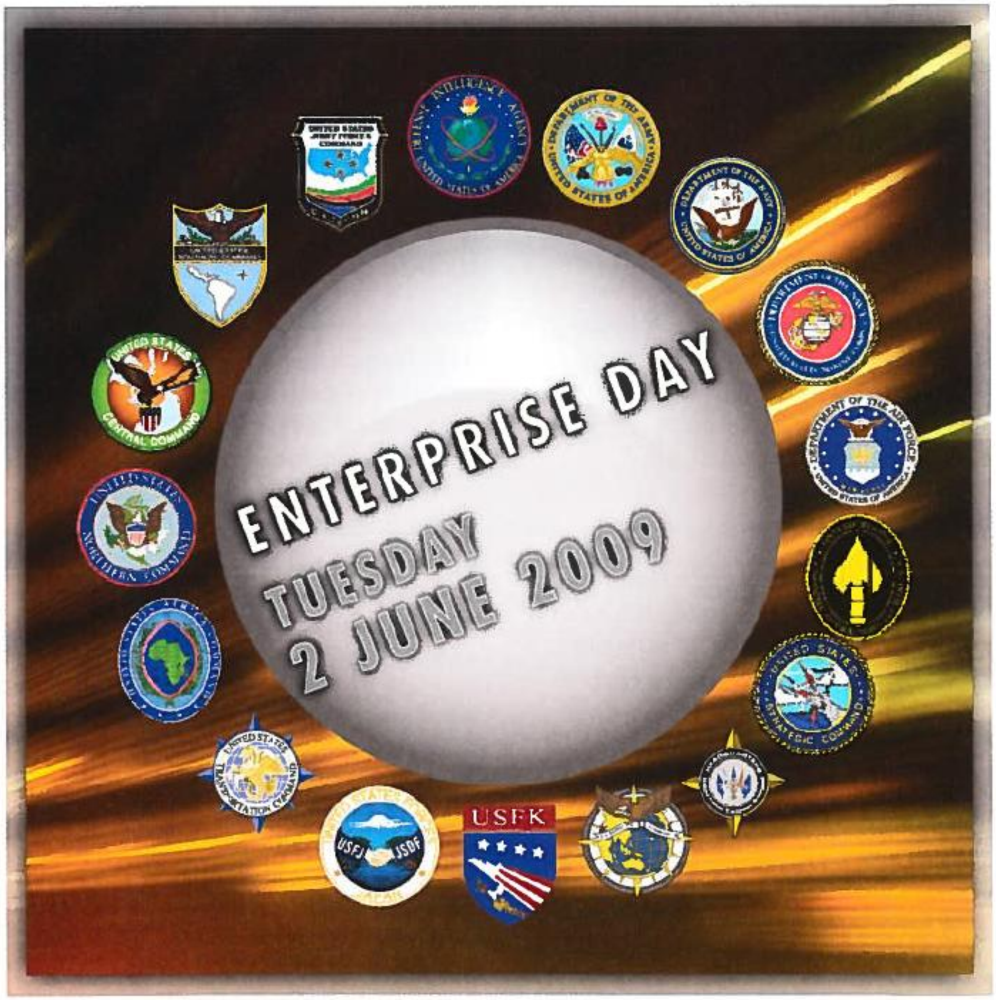
4. Keep learning and developing your brain through something like playing an instrument, singing, chess, etc. It will help you relax and keep you less vulnerable to Alzheimer's disease.

5. Exercise often, drink water and breathe deeply — you will live longer and have less pain in the end.

6. Don't be a follower; be an inventor or creative inspiration to those around you.

7. Simplify your life and embrace the positive. Don't let them get you down; help bring them up.

8. Laugh daily — it works better than Vitamin C — and love yourself, for in the end, it is all you have going out! Life passes quickly.



Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in January, February and March 2009

By the Office of Human Resources, HC

Civilian Retirements

Marcelle C. Audet, DA
Gershom B. Avraham, DA
David R. Barnettos, HC
Brian G. Benoit, DI
John T. Blair Jr., DI
Jacquelyn S. Burrows, GC
Mack J. Catella, AE
John P. Doyle, CE
Ronald L. Fitzpatrick, DA
Steven W. Hahn, J2
Eugene O. Henderson, DI
Keith E. Herrington, CS
Rhonda L. Hoffman, HC
Dianne W. Hough, DI
Preston E. Jones, DA
Thomas L. Kirkland, DI
Carol A. Kludt, NORTHCOM
Patsy S. Lewis, FE
Harriet J. Meyer, IG
Garry E. Moore, DI
Charlesanna Osborne, FE
Melvin D. Robinson, DA
Fred S. Runo, DH
Robert W. Russ, DI
Elbie Rutland Jr., DA
Francis J. Scerbo, DS
Carolyn J. Schwahn, TRANSCOM
Elizabeth A. Seals, DH
Henry S. Shields, DI
Roger L. Tarpley, DA
Ellen M. Tudisco, DI
Linda D. Watson, J2

Employees Celebrating 40 Years Federal Service

Raymond C. Kirkpatrick III, DI
Thomas G. Smith, J2

Employees Celebrating 35 Years Federal Service

Michael B. Amowitz, DI
Mark M. Bodycombe, HC
Gordon J. Brenner, EUCOM
Davida M. Buchanan, FE
Doris R. Butler, STRATCOM
Christopher L. Hackett, DA
Thomas F. Haigler, USFK
Francis J. Hughes, MC
Douglas E. Hunter, HC
Joseph B. Jeffers, DH
Kathryn P. Leitzke, DS
Owen F. Pharr, DI
Paul G. Sell, DI
Arlie R. Shelton, AE
Theodore R. Thomas, DA
Frank J. Vito, DA
Brenda F. Wood, DI

Employees Celebrating 30 Years Federal Service

Anthony J. Carchietta, DA
Joyce A. Cartwright, EUCOM
Michael J. Elsenboss, DH
Richard Gamble, DI
Patricia A. Lanzara, HC
Cheryl A. Mach, STRATCOM
Wanda J. Minter, FE
George S. Nishiura, DS
Glen A. Reddit, DH
John D. Sinrud, DT
Darnetta A. Thomas, CS
William A. Watson Jr., DS

Employees Celebrating 25 Years Federal Service

Peter M. Adzuara, PACOM
Paul D. Batchelor, DI
Donald J. Becht, DA
Margaret A. Bestrain, DA
Gloria S. Brown, DA
Mary E. Carmichael, DC
Patricia L. Chew, DI
John F. Dominicis, DS
James M. Hagood, CENTCOM
Jane B. Harrington, CENTCOM
David M. Herzer, HC
Robert T. Hunt, EUCOM
Mary V. Kasmierski, CE
Carolyn W. LaCoss, DH
Sean W. Murphy, J2
Crystal Q. Neal, FE
Elizabeth R. Parsons, DH
Perry A. Pederson Jr., DI
Holly M. Sawyer, HC
Melissa F. Schall, DI
Marie C. Simmons, FE
Timothy F. Soltis, FE
Karl W. Soper, DI
Curtis L. Stovall, DA
Debra O. Taylor, JFCOM
Laura M. Tornell, DA
Brenda Watkins-Younger, CS
Marcia K. Weinland, DI
Keith W. Wilhite, DI
James K. Williams, DS
Douglas S. Wojtaszek, JFCOM

Employees Celebrating 20 Years Federal Service

Fredia K. Banks, DS
Diane L. Burns, DI
Lillian E. Cabrera, DA
Inkeon Choi, DS
Kim M. Colabucci, DS
Tammy K. Evans, HC
Wendy Geftman, DH
Sharon Y. Harrington, DS
Curtis L. Harris, DI

Patricia C. Henry, DC
Anthony C. Holm, DH
Sheila M. Kinty, DI
Islay N. Lamberty, DH
James E. Lightfoot, MC
Daniel W. Mather, DS
Albert F. Nessel, DS
Victor S. Nolasco, DI
Renee C. Rennick, DS
John J. Russell, DI
Gregory L. Ryckman, CENTCOM
David N. Sultan, DS
Stephen F. Takaki, PACOM
Tina J. Talley, DC
Monica Z. Thomas, DH
Margaret W. Till, FE
Larry D. Underwood, SOCOM
Michael A. Van Horn, CS
Kevin N. Wile, DS
Jenniffer F. Wilson, DS
Jordan A. Yellowstone, SOCOM

Employees Celebrating 15 Years Federal Service

Thomas F. Austin III, DI
Felecia G. Berry, MM
Douglas L. Boatman, DC
Lillie L. Downs, CS
James D. Dundorf, SOUTHCOM
Rhonda D. Edmond, CS
Kathi D. Gates, HC
Christian M. Gilbert, DT
Gregory M. Hall, DS
Larry D. Jones, TRANSCOM
Clayton K. Kamiya, DS
Franklin D. McCleskey, DH
Paul A. Oberle, DA
Taylor W. Scott, DI
Tanya D. Stroman, DI
James B. Sullivan, DI
Alice M. Swinden, STRATCOM
Jude E. Young, DA
Nicole C. Zane, HC

Employees Celebrating 10 Years Federal Service

Kathleen M. Acklin, MC
Gabriel Acosta, DT
Brandon A. Andersen, DH
Guillermo E. Arosemena, DH
Jennifer L. Bane, SOCOM
Catherine A. Barrett, DI
Niya C. Bass, DI
Matthew C. Brown, AE
Renzer M. Brown, JFCOM
Solveig E. Brownfeld, MC
Paul S. Cromwell, CENTCOM
Linda A. Crossley, IE
Gary A. DeRuiter, STRATCOM
John M. Duggan, PACOM
Stephanie L. Flannery, DA
Jose J. Fooshee, STRATCOM
David W. Foxall, DI
James D. Franklin, DC
Hilda M. Freeman, FE
Noreen E. Fritz, DI
Michael J. Gaddis, DJ
Robert M. Garrett, DI
Charles A. Geisel, DC
Christopher C. Gibson, DI
Richard D. Green, DI
Michael D. Hall, DI
Miriam M. Hammock, DI
James A. Hawkins Jr., DA
Grant C. Hayes, DI
Regina R. Hayes, DI
Dawn A. Hicks, DI
Nicholas G. Hillman, DH
Daniel J. Howard, DH
Myrna R. Hyatt, DA
Todd T. Izydorski, DI
Sean E. Kemet, DH
Michael C. Kosak, DI
Christopher D. Lee, DI
Maria A. Levesque, DS
Shanna M. Lloyd, PACOM
Brian J. Lockwood, IG
Beverly A. Long, DH
Kathy A. Matthew, DS
Sean P. McHugh, DI
Wesley P. McIntosh, SOCOM
Tara L. McKinney, DX
Brian J. Miller, DI
Karla L. Minai, DI
Kevin G. Ming, FE
Michael J. Moore, SOUTHCOM
Jeremy B. Moya, DI
Roy S. Nakai, DS
Susan B. Nicholas, J2
Heather Notter, DI
Bruce J. Park, DH
Mary C. Payrowolia, CENTCOM
Nicholas Peck, DH
Pretita Y. Perkins, FE
Karl C. Petzold, DS
Jaime F. Pizarro, DX
Susan M. Pizarro, DH
Rebecca M. Price, NORTHCOM
Kivy L. Pridgen Jr., AFRICOM
Jaime E. Ramos, DA
Elsbeth Ray, DH
Amanda K. Raye, DS
Alice V. Reid, J2
Dennis E. Renken, DI
Tiburcio Reyes, DA
Hunter J. Rowe, DH
Andrew Salamone, DI
John J. Sangiovanni, DC
Phouthakone Sayasithsena, DS
Robert E. Shields, DS
Natalie L. Sibilia, DI
Laurani Singh, DI
John J. Sinisko, DI
Ronald A. Skinner, CENTCOM
Lisa A. Smith, DI
William J. Sowa, DI
Jerome V. Spears, DI
David E. Steele, IG
Delvicciho Steele, DI
Joshua F. Tabor, DH
Lottie J. Turner, DX
Patrick W. Turner, DI
Kimberly A. Vain, DH
Patrick B. Waye Jr., DI
Gary A. Walters, J2
Brian C. Whedon, CENTCOM
Roosevelt R. Williams, CENTCOM
Charles H. Wolken Jr., DI
Frances A. Wonnum, DT
Michelle L. Zupko, DI

DIA Promotion to DISES

Karen J. Blum, AE

DIA Promotions to DISL

Paul R. Courtney, AE
Roland P. Fabia, CE
John F. Kavanagh, DC
Danny J. Lewis, DC
Jack J. Oakley, DC
Gregory L. Ryckman, DI
Johnny O. Sawyer, CE
Michael D. Yelverton, DT

DIA Promotions to Pay Band 05

Treasure J. Arquieta, DX
James E. Backus, DX
Raymond Beller, DH
Chad A. Bepple, DS
Jennifer E. Bilchick, DI
David E. Bone, DC
Fara Burrus, DI
Gail E. Burton, DA
James E. Cherryholmes, DH
Stephen K. Chock, DJ
Michael W. Gannon, DH
Joseph Gigliotti, DI
Gordon H. Keys, DC

Ada L. Lyle, HC
Patrick M. Mellon, CE
Eric A. Miller, DI
Erik A. Olson, DI
Angela L. Pierce, DC
Dennis N. Ragland, DC
Glen A. Reddit, DC
Alan D. Reed, DH
Elton J. Robert, DC
Monica Z. Thomas, DH
Patrick J. Tighe, DH
Boyd H. Work III, MM

DIA Promotions to Pay Band 04

Adam L. Abrahamzon, DI
Brian J. Banal, FE
Leslie A. Bennett, DA
Abigail H. Brudvig, FE
Ricky W. Buchanan, DS
Marcus R. Canzoneri, HC
Shannon M. Carpenter, CS
Robert J. Caulfield Jr., DJ
Jason B. Collis, DA
David M. Colson, DA
James P. Dempsey, DH
Michael J. Ellis, DI
Kimberly M. Evankovich, DI
Daniel E. Ford, DI
Ryan P. Forney, DI
Alexandria E. Gardner, DH
Markus Garlauskas, USFK
Heather J. Goff, DI
Gerald M. Goodnough, DJ
Ardath W. Grills, DI
Anastasia Handy, DI
Stephen J. Hricik, AFRICOM
Mary-Ann Hunter-Odrick, IG
Sandrea I. Hwang, DX
Elliott A. Jeffers, DH
Erik K. Johnson, DI
Rebecca E. Johnson, DT
Benjamin R. Keenan, AFRICOM
Sarah C. Keenan, DI
Steven M. King, NORTHCOM
Timothy A. King, DA
Tammy G. Kuhn, DI
Alexander K. Kuhns, NM
Christopher J. Leitzke, FE
Shawn Lunsfordhodson, DC
Shannon J. Massie, DI
Sarah A. McGinley, DJ
Timothy P. Melancon Jr., DI
Jennifer Metroka, DI
Carlisa M. Miles, IG
Gregory S. Moore, DA
Scott K. Muessig, DA
Danielle M. Murtha, DI
Tao T. Nguyen, DI
Connor M. Norris, DI
Anne Pavich, DH
Walter A. Payne, STRATCOM
David Robinson, HC
Juan A. Ruiz-Sanchez, IG
Kirsten M. Scranton, NORTHCOM
Thomas E. Shafer, STRATCOM
April V. Shecterle, AFRICOM
Jessica J. Snowden, MM
Jose L. Sorell, SOUTHCOM
Jennifer R. Spans, DI
Steven D. Stone, TRANSCOM
Timothy J. Talone, NORTHCOM
Christopher C. Thornlow, NORTHCOM
Matthew A. Ubben, HC
Patrick A. Vanner, DI
Clifford O. Webster III, DI
Dikesha L. Williams, DS
Mark E. Wise, HC
Carmen A. Zagursky, DI
Jeffrey R. Zamoida, AFRICOM
Cristina M. Zanardi, DJ
Richard L. Zanardi, DI

DIA Promotions to Pay Band 03

Camille E. Adams, HC
Jacob J. AlderseBaes, DC
Michael W. Baca, DI
Thomas K. Baker, DI
Dionne F. Benford, DI
Isaac Betts III, FE
Cindy R. Billot, DI
Joseph L. Blankenburg, DI
Megan R. Boone, HC
Kevin R. Bradley, DH
Eric M. Brown, DC
Matthew C. Burnett, EUCOM
Tristan A. Burrell, DH
Charles A. Carithers, DI
Abigale M. Chapman, DH
Hailey N. Churchill, DH
David B. Clines, HC
William M. Conners, DH
Jill Curtis, DI
Estelle W. Donaldson, DA
Monica R. Edwards, DX
Jason L. Ellis, DI
Barbara M. Elsea, DA
Elizabeth E. Engraff, DI
Tammy B. Farrenkopf, DI
Annette S. Fisher, DI
Gregory S. Floyd, DH
Matthew S. Fontaine, DI
Christine C. Freitas, DI
Bryan D. Gaines, DC
Emily R. Giustini, DI
Josephine L. Goddard, DH
Lori A. Goldsmith, DS
Catherine P. Griffith, DI
Juanita L. Hairston, DS
Ellen E. Harter, DI
Frances P. Hartwell, DI
John W. Havens III, DI
Stephen R. Heitkamp, DI
Richard B. Herrington, DH
Doris J. Holder, DS
Anthony W. Holmes, DI
Thomas W. Howard, DI
Kenneth A. Hughes, DH
Myrna R. Hyatt, DA
Latoya R. Ingram, HC
Lenoria F. Johnson, FE
Alexander J. Kinnahan, DH
Ryan A. Koscianski, DI
Melissa A. Latham, DI
Randell H. Laughlin, J2
Patricia A. Lehman, DS
Stefan D. Marco, DH
Valerie M. Marsh, JFCOM
William M. McPherson, DJ
Nicholas R. Morrow, DI
Jessica R. O'Bryan, DI
Matthew W. Parin, DI
Rachel V. Patton-Molitors, DI
Victor J. Pena, DH
Seeba E. Pepper, DI
Lisa S. Perez, DS
Bryant K. Phillips, DH
Brady E. Pike, DI
Naomi E. Pike, HC
Bertha L. Proctor, FE
Adam J. Radin, DI
Hannah Reddy, DA
Luis Rodriguez-Cortes, DA
Brenda K. Schulz, NORTHCOM
Jennifer M. Sieviec, DI
Todd A. Silverstein, PACOM
Trent D. Stokes, DH
Kevin D. Stolte, DA
Leisa M. Swindle, DI
Celine L. Taylor, HC
Chasen Thoennes, DI
Erin O. Tyler, HC
Mollie D. Valentine, DS
Patricia L. Walters, DI
Todd D. Wannan, DH
Deborah D. Wilkinson, DJ
Jesse R. Wilson, CENTCOM
Kerin A. Winiarz, CE
Danielle M. Winston, DI

Jasmine C. Witherspoon, DH
Christopher J. Wright, DI
Stephen M. Yoskowitz, DI

DIA Promotions to Pay Band 02

Tamika D. Ferguson, HC
Kristen M. Miccio, DI
Monica T. Ross, SOCOM

Army Promotions

COL Joy R. Loy II, DX
LTC Jaime T. Bazil, DX
LTC Brady A. Crosier, DI
LTC Roy A. Desilva, CE
LTC Garrick M. Harmon, DX
LTC Larry D. Harrison, DX
LTC Timothy R. Lawrence, DI
LTC Michael F. Trevett, DI
LTC Lisa C. Vining, DX
LTC Glenn J. Voelz, J2
MAJ Darren Spaulding, DT
CW04 Carlo A. Cressotti, DX
CW03 Janet R. Solly, DX
CW02 Raymond V. Banks, DX
CW02 Corey R. Bensing, DX
MSG Cynthia E. Harris, DA
MSG Gregory Neufeld, DX
SFC Joshua W. Dayment, DX
SSG Kennia Y. Alvarez-Rosa, DA
SSG Mary P. Amoakoh, HC
SSG Lakeisha M. Hobbs, DX
SSG Curt D. Robinson, HC
SSG Mary H. Sierra, HC
SSG Robin Taylor, HC

Air Force Promotions

Col James Hetherington, HC
Lt Col Matthew Atkins, J2
Maj Mark Morioka, DJ
SMSgt Daren James, DH
MSgt Daniel Altman, HC
MSgt Donald Grindstaff, HC
MSgt Michael Salter, DI
MSgt Fernando Suarez, DH
SSgt Matthew Ewig, DI
SSgt Elisabeth Fink, DI
SSgt Matthew Hall, DI

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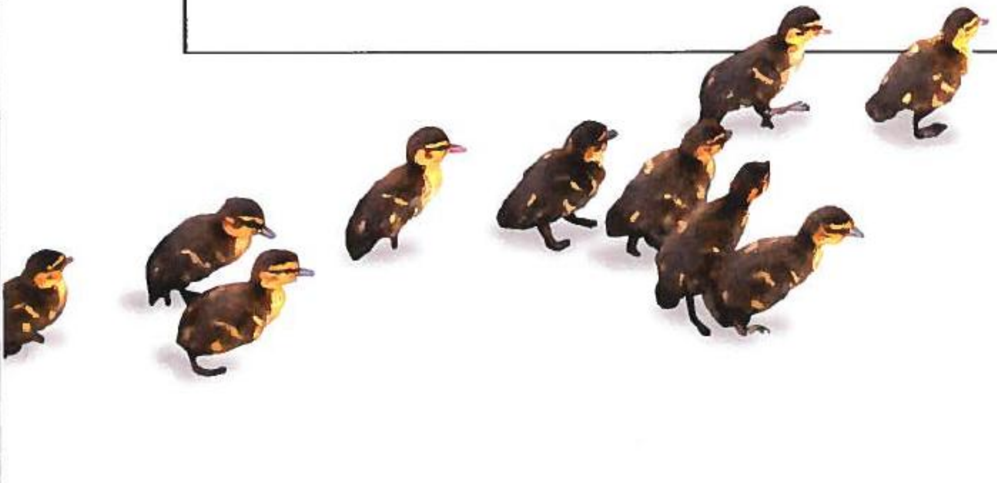

on the HORIZON

events for JUNE and JULY 2009

JUNE

National Safety Month

June 2 - 4 2009 Military & Civilian Infrastructure Conference, HIAC

June 2 - 4 Senior Representatives Conference, DIAC

June 2 Enterprise Day, 7:30 a.m. to 3:30 p.m., DIAC

June 2 Crossing Boundaries, noon, Tighe Auditorium

CROSSING**BOUNDARIES**

June 2 DTT-5 Ice Cream Social, 11 a.m. to 1 p.m.

June 4 Crystal Park Ice Cream Social, 11 a.m. to 1 p.m.

June 8 - 9 NSA Vulnerability Analysis Workshop, Fort Meade, Md.

June 9 DLOC Ice Cream Social, 11 a.m. to 1 p.m.

June 9 BJ's Wholesale Club, 11 a.m. to 1 p.m., DLOC

June 10 BJ's Wholesale Club, 9:30 a.m., Clarendon

June 11 TYCON 6 Ice Cream Social, 11 a.m. to 1 p.m.

June 14 Flag Day

June 15 - 17 NGA Levant Conference, Bethesda, Md.

June 16 DX Ice Cream Social, 11 a.m. to 1 p.m.

June 17 DIA Safety Day, 10 a.m. to 2 p.m., DIAC lobby

June 17 - 18 DIAC Vendor Fair, 10 a.m. to 2 p.m.

June 21 Father's Day

June 21 First Day of Summer

June 23 Director's Town Hall, 1 p.m. to 2 p.m, Tighe Auditorium

June 23 Pentagon Ice Cream Social, 11 a.m. to 1 p.m.

June 24 - 25 BJ's Wholesale Club, 11 a.m. to 1 p.m., DIAC

June 25 Recognition of Excellence, 1 p.m., Tighe Auditorium

June 25 CWF Council Meeting, 9 a.m., DIAC

JULY

July 1 Pre-Fourth of July Picnic, 11 a.m. to 1:30 p.m., DIAC

July 4 Independence Day (observed July 3)

July 7 Dorsey Park Ice Cream Social, 11 a.m. to 1 p.m.

July 8 - 9 Sparkling Ideas Vendor Fair, 9:30 a.m. to 1:30 p.m., Clarendon

July 9 Communications Board Meeting, 11:30 a.m. to 12:30 p.m.

July 9 Clarendon Ice Cream Social, 11 a.m. to 1 p.m.

July 13 BJ's Wholesale Club, 9:30 a.m. to 1:30 p.m., Clarendon

July 14 DTT-5 Ice Cream Social, 11 a.m. to 1 p.m.

BJ's WHOLESALE CLUB

July 14 BJ's Wholesale Club, 10 a.m. to 1 p.m., DLOC

July 16 DLOC Ice Cream Social, 11 a.m. to 1 p.m.

July 21 HIAC Ice Cream Social, 11 a.m. to 1 p.m.

July 23 CWF Council Meeting, 9 a.m., DIAC

July 28 Pentagon Ice Cream Social, 11 a.m. to 1 p.m.

July 30 Recognition of Excellence, 11 a.m., Tighe Auditorium

For further information or updates concerning these events, please refer to the Internal Communications Web site.

Protect. Educate. Preserve.

DIA EO

Exceptional Customer Service Pledge

Defense Intelligence Agency Equal Opportunity Office

We, the undersigned, pledge our personal commitment to protect the civil rights of DIA employees; to educate them on their rights and responsibilities; to reinforce the importance of diversity in the work force; and to preserve the fairness, integrity and trust in DIA's policies, programs and procedures. We will accomplish these goals by…

- Providing responsive, outstanding service to my customers and stakeholders, both inside and outside the Defense Intelligence Agency
- Delivering high quality work products and services in a timely manner, and providing consistent, reliable, and accurate analysis and information to senior leaders, managers, supervisors, and employees
- Demonstrating my dedication to the DIA mission, Equality of Opportunity, and diversity
- Actively listening and treating everyone with dignity, patience, courtesy, inclusion and respect
- Promoting the advancement of Equality of Opportunity and diversity by working together with academic, federal, and private sector organizations in innovative, collaborative ways to promote best practices
- Acting as an agent for changing the culture of DIA to one that is more focused on diversity and inclusion

Your DIA Equal Opportunity Staff

January 2009